



WAVERLEY  
COUNCIL

# WAVERLEY COUNCIL ANNUAL REPORT

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2016/17



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# PREFACE

## PURPOSE OF THIS ANNUAL REPORT

This Annual Report documents Waverley Council's performance during the 2016/17 financial year in relation to the principal activities detailed in the Delivery Program 2013/17 and Operational Plan 2016/17.

The Annual Report is made up of six parts:

### Part 01

Is an overview of Waverley Council

### Part 02

Provides details of Council's performance against the Delivery Program 2013/17

### Part 03

Provides additional reporting information required by legislation

### Part 04

Contains Council's audited financial statements

### Part 05

Environmental Action Plan 3 Progress Report 2017

### Part 06

End of Term Report 2017

The first three parts are published in one volume. Part four, five and six are published separately.

This report is prepared in accordance with Section 428 of the Local Government Act 1993 and the Office of Local Government Integrated Planning and Reporting Guidelines for Local Government in NSW.

# MAYOR'S MESSAGE



Waverley Council has made significant progress in projects across a range of areas in the 2016/17 financial year. At the same time Council's financial position has remained sound with a net operating surplus of \$11 million on revenue of over close to \$140 million. Cash and investment reserves total \$160 million and net assets are valued at \$1.2 billion. Full details are on page 30.

These are just a few among many projects where we achieved excellent outcomes:

## North Bondi Amenities

The North Bondi amenities building was designed by Sam Crawford Architects, who won the 2016 NSW Public Architecture Award for the Marks Park Amenities building. In July 2016, the building was open for public use.

## Improvements in customer service

Waverley Council completed a 12 month trial of the Customer Service Centre Concierge and extended hours. The Concierge and extended hours service received a positive response from the community and has been extended until April 2018. Of the customers surveyed in January 2017, 97 per cent agreed that a concierge service improves customer experience.

## Smart Bins

Waverley Council has Australia's largest fleet of solar powered smart bins and in 2016/17, we were recognised for our innovative and outstanding performance when we were awarded the Australian Internet of Things for our project on Solar Compactor Bins.

We were also awarded in the 'highly commended' category for Second Nature – Sustainable Waverley our program to build community support for making sustainability second nature with Waverley residents.

## Disability inclusion

Some of our key achievements included our work under the Disability Inclusion Act 2014. Randwick and Waverley Councils developed a joint regional framework to support a consistent approach to disability planning across the Eastern Suburbs. A comprehensive community consultation process was undertaken with a draft plan submitted and endorsed by Waverley Council for public exhibition.

## Waverley Community Strategic Plan

Looking ahead, Waverley Council is working on a Waverley Community Strategic Plan which maps out our vision for the future of Waverley. The community are at the heart of this process and I invite you to work with us in shaping the vision of your Council for the coming year.

**John Wakefield,  
Mayor of Waverley**

# GENERAL MANAGER'S MESSAGE



The 2016/17 Annual Report shows Waverley Council has achieved its targets across a range of important projects in a financially sustainable manner.

We worked to the priorities and aspirations of Waverley Council's 12-year community strategic plan, Waverley Together 3, and I'm pleased to say that together we've delivered to the quadruple bottom line covering Sustainable Community, Sustainable Living, Sustainable Environment and Sustainable Governance.

While I'm proud of all the work we've done, I'd like to mention the tremendous effort to refurbish and upgrade six of Waverley's playgrounds, in line with the program outlined in Waverley's Play Space Strategy.

We also upgraded our community sports and recreation facilities. This included the construction of three multi-purpose courts at Waverley Park, the re-installation of the bocce court, and new cricket sight screens for Waverley Oval. We recently had an international rugby team, the Barbarians, train at Waverley Park's World Rugby certified field.

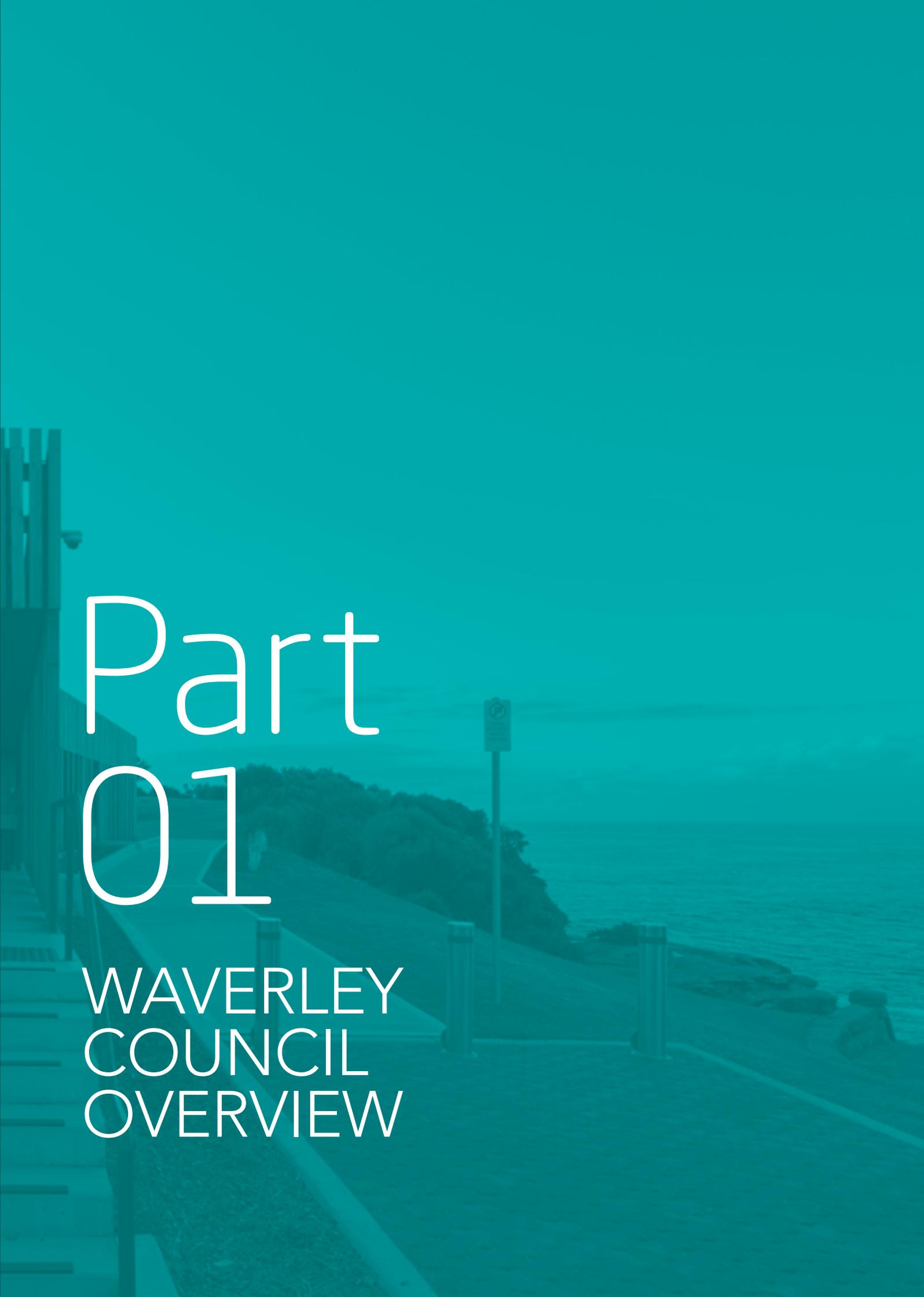
In the last 12 months we have also carried out upgrades to Niblick Street Reserve and Stephen Street Reserve; and have upgrades scheduled for Barracluff Park. All in all, a great run for Waverley's parks and playgrounds.

In 2016/17 we made some great progress with meeting our ambitious environmental targets. Street lighting is a key consumer of electricity, and Council is working with Ausgrid to replace existing lights with efficient LED lighting. This will potentially save 200 tonnes of carbon dioxide each year. We are also implementing new energy efficiency technologies at many Council buildings which will reduce costs and carbon emissions. And new and expanded solar systems were installed five Council buildings around Waverley, which will reduce greenhouse gas emissions by 160 tonnes of carbon dioxide each year.

During the year, many Council staff collaborated with staff from neighbouring councils to continue preparations for amalgamation. This made for an unusual year, and there continue to be benefits

from the collaborative work that took place. However, the State Government called off the proposed amalgamation of Waverley, Randwick and Woollahra Councils in July 2017. Waverley Council staff still continued to focus on serving the Waverley community. A big thankyou to Waverley staff who continue to deliver projects and services for a better Waverley.

**Cathy Henderson**  
Acting General Manager



# Part 01

WAVERLEY  
COUNCIL  
OVERVIEW

# WAVERLEY – OUR LOCAL GOVERNMENT AREA



OUR LOCAL GOVERNMENT AREA:

**9.2km<sup>2</sup>**

## OUR SUBURBS:

Bondi Beach, Bondi Junction, North Bondi, Bronte, Dover Heights, Queens Park, Rose Bay, Tamarama, Vaucluse and Waverley

## OUR ATTRACTIONS:

Bondi, Bronte and Tamarama Beaches, Bondi Pavilion, Bronte House, Waverley Cemetery, the Coastal Walk, Bondi Junction, Margaret Whitlam Recreation Centre, Bronte Gully and Dudley Page Reserve



## OUR DWELLINGS AND BUSINESSES:

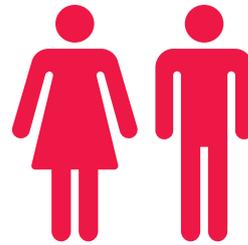


**30,496**  
dwellings



**34,730**  
registered businesses

# POPULATION



TOTAL POPULATION

**72,106**

## MEDIAN AGE

**35** years

- 16 per cent of our residents are **0–14** years old
- 8.9 per cent are **15–24** years old
- 62.1 per cent are **25–64** years old
- 12.7 per cent are **more than 65** years old

PROJECTED POPULATION 2031

**80,100**

POPULATION DENSITY

**77.99**

persons per hectare

OVERSEAS BORN RESIDENTS

**38.4%**

## ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE

**274**



## LANGUAGES

68.8 per cent of us speak English at home while 25.7 per cent speak a language other than English

Russian is spoken by 2.2 per cent of our residents, 2.1 per cent speak Spanish, 1.9 per cent Portuguese, 1.8 per cent French and 1.7 per cent Italian



## JEWISH COMMUNITY

Waverley's Jewish community of

**10,076**

residents makes up 15.1 percent of our total population

# EDUCATION

## NUMBER OF SCHOOLS

**17** (including both primary and secondary)

**73** per cent of our residents aged over 15 years have completed year 12 schooling or equivalent

**39.5** per cent of our residents aged over 15 years have a Bachelor or higher degree compared to 24.1 per cent for Greater Sydney

**20** per cent of young people aged 15–24 years attended an educational institution including high school and/or a higher education facility, such as TAFE or university

# HOUSING

## AVERAGE HOUSEHOLD SIZE

 **2.3** people

# ECONOMY



**\$4.36 billion** gross regional product

More than **27,546** jobs in Waverley

## RENTING HOUSEHOLDS

**43%**

## MEDIAN WEEKLY RENT

**\$620**

## MEDIAN TOTAL INCOME/WEEK

for Waverley families in 2011 was

**\$2,300** compared to **\$1,683** for Greater Sydney

## SINGLE PERSON HOUSEHOLDS

**27.7%**



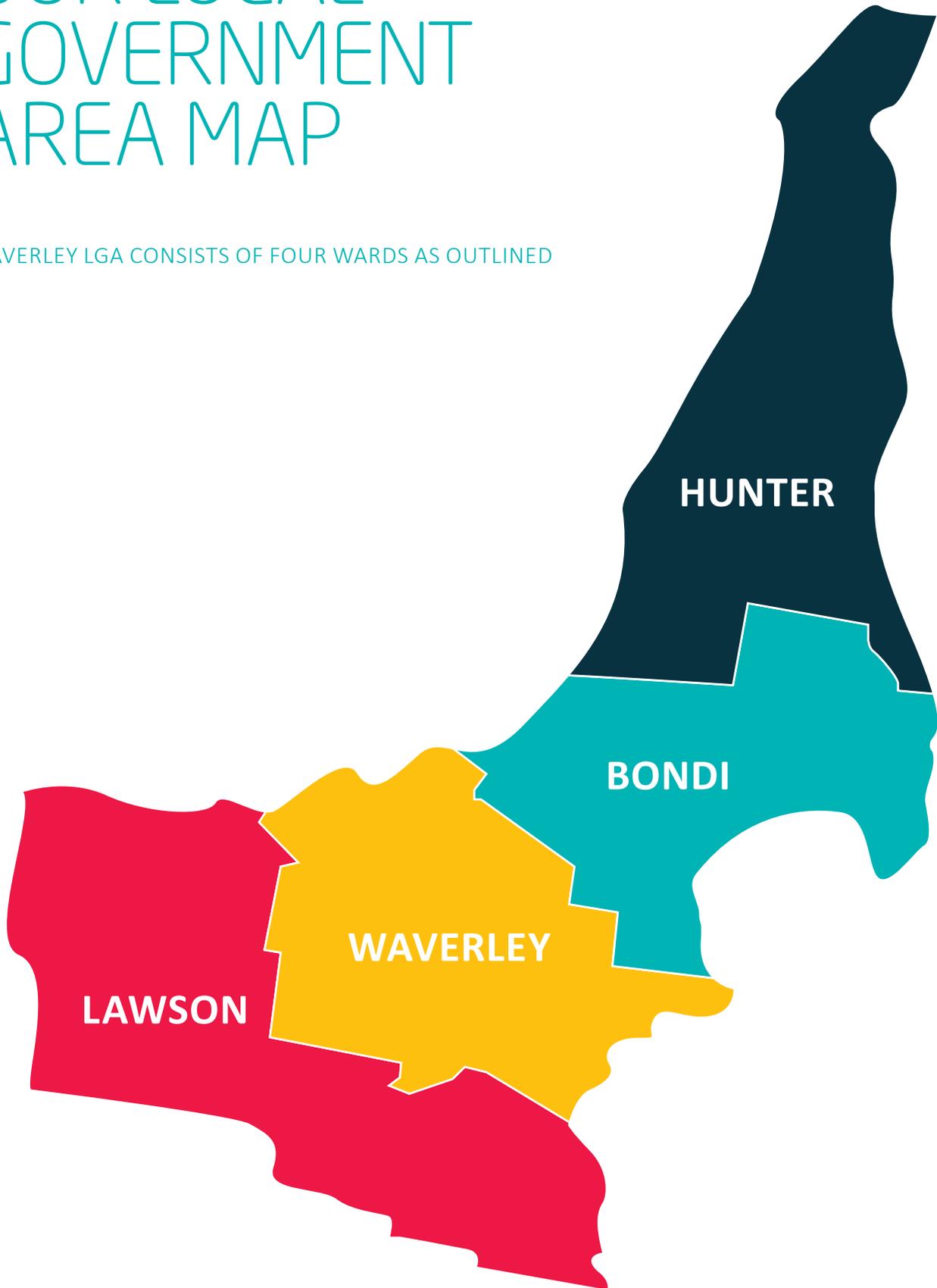
## HIGH EMPLOYMENT SECTORS

Retail trade, Healthcare and Social Assistance, Accommodation and Food Services, Education and Training, and Professional Scientific and Technical Services

**79.9%** of Waverley properties are connected to the internet

# OUR LOCAL GOVERNMENT AREA MAP

WAVERLEY LGA CONSISTS OF FOUR WARDS AS OUTLINED





# COMMUNITY VISION

We are united by a common passion for our beautiful home between the city and the sea.

Inspired by the magnificent landscape of Waverley and by the gifts we have inherited from those who have been here before us, we dream of a fulfilling life where...

*we are safe*

*we are reconciled with and value our indigenous past connections within families and between generations can remain unbroken*

*we are inspired and able to renew our physical and spiritual wellbeing*

*everyone is welcome to participate positively in community life*

*we can express our essential selves through our traditions, our arts, our cultures and our lifestyles*

*we act together as a compassionate society*

*the beauty of our beaches, cliffs and coastal lands endures*

*the architectural landscape is cared for and developed at a human scale and design is sensitive to the natural, historical and social context*

*vital services are fully accessible*

*scarce resources are conserved and fairly shared*

*local economic prosperity provides opportunity for all*

*as a local community we have the courage to take a leading place in achieving the environmental aims of a global society*

*we are confident our leaders will reflect thoughtfully on our views and best interest when making decision for our future*

**These are aspirations of our hopeful generation.**

We recognise the need to commit to this vision of our future with energy so we can pass these gifts to our children and they to theirs.

# THE ELECTED COUNCIL

Waverley Council has 12 elected members comprising a Mayor and 11 Councillors. The last local government election in this reporting cycle was held on 8 September 2012.

Councillors are elected by a geographical area or Ward. Bondi, Waverley and Hunter were established in 1860, while Lawson Ward was established in 1867. The positions of Mayor and Deputy Mayor are decided annually by a vote of all Councillors.

The responsibilities of Councillors are defined in the Local Government Act 1993 and include:

- to be an active and contributing member of the governing body
- to make considered and well informed decisions as a member of the governing body
- to participate in the development of the integrated planning and reporting framework
- to represent the collective interests of residents, ratepayers and the local community
- to facilitate communication between the local community and the governing body
- to uphold and represent accurately

the policies and decisions of the governing body

- to make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a councillor.

Waverley Council encourages the community to attend meetings of Council. All meetings are open to the public and take place on the third floor of the Council Chambers. Ordinary Council meetings are held once a month, on the third Tuesday of the month.

# COUNCIL COMMITTEES

Waverley Council convenes and supports several advisory and consultative committees. These committees tackle broad local issues and provide a forum for discussion among Council representatives, local agencies and community members. These committees include:

- Waverley Traffic Committee
- Environment Sustainability Advisory Committee
- Community Safety Advisory Committee
- Waverley Surf Life Saving Club Committee
- Waverley Access Committee
- Multicultural Advisory Committee
- Waverley Public Art Committee
- Waverley Housing Advisory Committee
- Waverley Business Forum
- Legal Services Review Panel
- Waverley Council Audit Committee

# OUR MAYOR AND COUNCILLORS (SEPTEMBER 2012 - AUGUST 2017)



**SALLY BETTS**  
**MAYOR (2016/17)**  
**Liberal Party of Australia**  
Hunter Ward

**Represented Council on:**

- Community Safety Advisory Committee
- Environment Sustainability Advisory Committee
- Legal Services Review Panel
- Multicultural Advisory Committee
- Operations Committee
- Waverley Access Committee
- Waverley Business Forum
- Waverley Housing Advisory Committee
- Waverley Surf Life Saving Club Committee



**LEON GOLTSMAN**  
**Liberal Party of Australia**  
Hunter Ward

**Represented Council on:**

- Environment Sustainability Advisory Committee
- Multicultural Advisory Committee
- Operations Committee
- Waverley Access Committee
- Waverley Public Art Committee
- Waverley Surf Life Saving Club Committee



**MIRIAM GUTTMAN-JONES**  
**Independent**  
Hunter Ward

**Represented Council on:**

- Multicultural Advisory Committee
- Operations Committee
- Waverley Access Committee



**JOY CLAYTON**  
 Liberal Party of Australia  
 Bondi Ward

**Represented Council on:**

- Multicultural Advisory Committee
- Operations Committee
- Waverley Access Committee
- Waverley Housing Advisory Committee
- Waverley Surf Life Saving Club Committee



**DOMINIC WY KANAK**  
 Greens  
 Bondi Ward

**Represented Council on:**

- Multicultural Advisory Committee
- Operations Committee
- Waverley Access Committee
- Waverley Housing Advisory Committee



**JOHN WAKEFIELD**  
 Australian Labor Party  
 Bondi Ward

**Represented Council on:**

- Multicultural Advisory Committee
- Operations Committee
- Waverley Access Committee



**ANGELA BURRILL**  
 Liberal Party of Australia  
 Lawson Ward

**Represented Council on:**

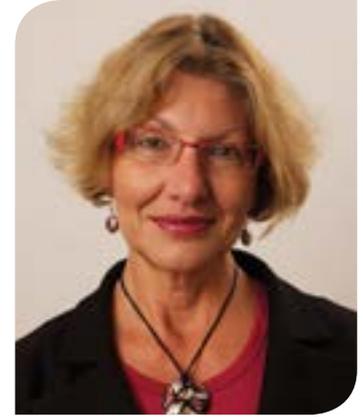
- Community Safety Advisory Committee
- Multicultural Advisory Committee
- Operations Committee
- Waverley Access Committee
- Waverley Housing Advisory Committee
- Waverley Public Art Committee



**ANDREW CUSACK**  
 Liberal Party of Australia  
 Lawson Ward

**Represented Council on:**

- Legal Services Review Panel
- Multicultural Advisory Committee
- Operations Committee
- Waverley Access Committee



**PAULA MASSELOS**  
 Australian Labor Party  
 Lawson Ward

**Represented Council on:**

- Multicultural Advisory Committee
- Operations Committee
- Waverley Access Committee
- Waverley Public Art Committee



**TONY KAY**  
**DEPUTY MAYOR**  
**(2016/17)**

**Liberal Party of Australia**  
 Waverley Ward

**Represented Council on:**

- Environment Sustainability Advisory Committee
- Legal Services Review Panel
- Multicultural Advisory Committee
- Operations Committee
- Waverley Access Committee
- Waverley Business Forum
- Waverley Council Audit Committee
- Waverley Traffic Committee



**BILL MOUROUKAS**  
**Liberal Party of Australia**  
 Waverley Ward

**Represented Council on:**

- Community Safety Advisory Committee
- Multicultural Advisory Committee
- Operations Committee
- Waverley Access Committee
- Waverley Council Audit Committee
- Waverley Traffic Committee



**INGRID STREWE**  
**Australian Labor Party**  
 Waverley Ward

**Represented Council on:**

- Environment Sustainability Advisory Committee
- Legal Services Review Panel
- Multicultural Advisory Committee
- Operations Committee
- Waverley Access Committee

# OUR ORGANISATION

## Our Vision

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Connect, Create and Celebrate our People, Places and Partnerships

## Our Mission

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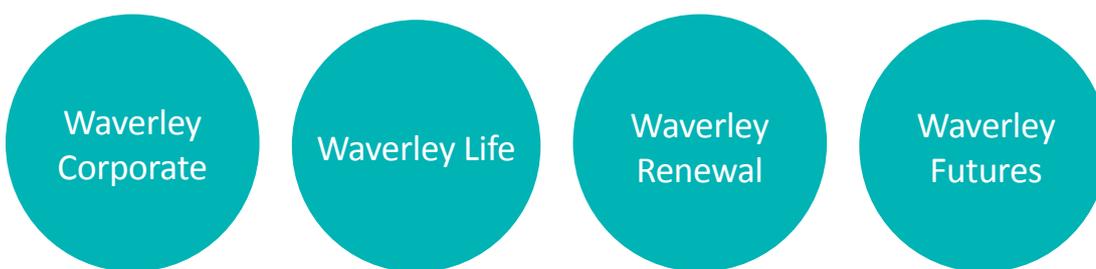
Wow! This is Waverley.

## Our Values

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Together | Responsible | Engaging | Creative

**WAVERLEY COUNCIL IS MADE UP OF FOUR DIRECTORATE AREAS:**



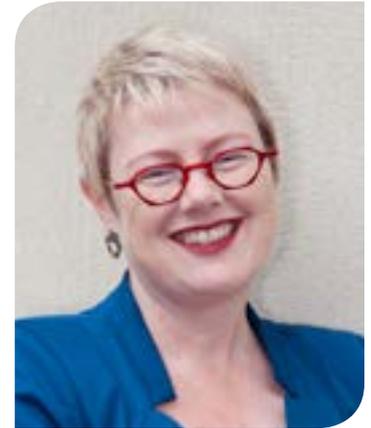
Waverley  
Corporate

Waverley Life

Waverley  
Renewal

Waverley  
Futures

# WAVERLEY CORPORATE



## Acting General Manager, Cathy Henderson

Department areas:	Responsibilities:
<b>Digital Waverley</b>	<ul style="list-style-type: none"> <li>• Digital business model development</li> <li>• Technical support services</li> <li>• Information technology</li> <li>• Systems</li> <li>• GIS coordination</li> <li>• Records management</li> </ul>
<b>Financial Waverley</b>	<ul style="list-style-type: none"> <li>• Strategic financial management</li> <li>• Procurement services</li> <li>• Rates management</li> <li>• Accounts payable and receivable</li> <li>• Council's fleet maintenance and depot store management</li> </ul>
<b>Internal Ombudsman, Governance and Civic</b>	<ul style="list-style-type: none"> <li>• Investigations</li> <li>• Access to information</li> <li>• Business papers and Councillor support</li> <li>• Corporate policies, delegations and registers</li> <li>• Precinct coordination</li> </ul>
<b>People and Culture</b>	<ul style="list-style-type: none"> <li>• Human resources</li> <li>• Risk and safety</li> <li>• Learning and development</li> <li>• Payroll services</li> </ul>
<b>Engaging Waverley</b>	<ul style="list-style-type: none"> <li>• Communications and media</li> <li>• Graphic design and web services</li> <li>• Community engagement</li> <li>• Executive and Mayoral support services</li> <li>• Strategic project coordination</li> <li>• Project Management Framework</li> <li>• Corporate planning and reporting</li> </ul>

# WAVERLEY LIFE



## Acting Director, Rachel Jenkin

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### Department areas:

### Responsibilities:

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#### **Caring Waverley**

- Children's and family services
- Affordable and social housing programs and community support
- Services for older people and people with disabilities
- Community development and neighbourhood connections programs

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#### **Customer First**

- Customer service, including Customer Service Centre and Call Centre
- Customer parking, including management of on-street parking, residential parking permit scheme and Council's commercial off-street car parks

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#### **Enriching Waverley**

- Library and Learning Futures
- Cultural programs including visual arts and other programs
- Outdoor and Flagship Events
- Waverley facilities including Bondi Pavilion and Margaret Whitlam Recreation Centre

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#### **Safe Waverley**

- Rangers and environmental health services
- Lifeguard services
- Community safety strategies and education programs
- Sport and recreation

# WAVERLEY FUTURES

**Director, Peter Monks**



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## Department areas:

## Responsibilities:

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### **Shaping Waverley**

- Town planning
- Planning policies and controls
- Liaising with businesses and providing economic development solutions
- Heritage and Urban Design

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### **Building Waverley**

- Development Applications
- Building surveying
- Building compliance
- Fire safety and inspections

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### **Sustainable Waverley**

- Environment
- Green infrastructure
- Waste compliance, reduction and education
- Bushcare program

# WAVERLEY RENEWAL



## Director, Emily Scott

### Department areas:

### Responsibilities:

#### Creating Waverley

- Maintain assets including roads, drains, kerbs and gutters, footpaths, parks, reserves and beaches
- Traffic, parking, transport and engineering assessment
- Design, landscape architecture and open space planning

#### Clean and Attractive Waverley

- Waste collection (both domestic and commercial)
- Graffiti removal
- Public place cleaning
- Tree maintenance
- Upkeep of parks and beaches
- Waverley and South Head Cemeteries

#### Project Waverley

- Manage, implement and construct all of Council's major projects, including the Capital Works Program



## OUR EMPLOYEES

At the end of June 2017, Council employed 596 full-time and part-time employees and 80 casual employees



*Tamarama Beach*

# OUR PLANNING FRAMEWORK

All Councils in NSW are required to conduct their business based on an Integrated Planning and Reporting framework. Waverley Council has been a leader in this area since the legislation was introduced in 2009, having produced award-winning asset and financial management plans, and was one of the first councils to produce the full suite of documents required under the Integrated Planning and Reporting legislation.

The framework allows NSW councils to draw various plans together, understand how they interact and get the maximum leverage from their efforts by planning holistically and sustainably for the future. The framework ensures long-term planning for the future with a commitment to the community having a say in what happens in the area.

The framework requires Council to take a long-term approach to decision making which considers the Quadruple Bottom Line- social, economic, environmental and civic leadership, and the Social Justice Principles of equity, access, participation and rights. The diagram below shows the framework hierarchy:



# THE COMMUNITY STRATEGIC PLAN: (WAVERLEY TOGETHER 3)

The Community Strategic Plan Waverley Together 3, is the highest level plan identifying the community's main priorities and aspirations for the future and the broad strategies for achieving these. Importantly, the Waverley Together 3 is the community's plan for the future. While Waverley Council has a custodial role in initiating, preparing and maintaining the plan on behalf of the residents of Waverley, it

is not wholly responsible for its implementation. Other partners such as State and Federal Governments and community groups may also be engaged in delivering the long-term community outcomes of this plan. Waverley Together 3 has a long-term outlook and covers a minimum of 10 years. It is reviewed every four years and addresses social, environmental, economic and civic leadership matters in an integrated manner.

In 2016/17, Council prepared the End of Term Report 2017, a report on the progress on implementation of the Community Strategic Plan for the period 2012-2017.

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## DELIVERY PROGRAM AND RESOURCING STRATEGY

Sitting below the Community Strategic Plan is the Delivery Program. It sets out what specific activities are to be undertaken during its term of office, normally four years, to implement the strategies outlined in the Community Strategic Plan. The last term of the Council was five years with the delayed local government elections. The Delivery Program 2013-17 was rolled over to 2017/18.

To carry out the activities in the Delivery Program, the Resourcing Strategy sets out how time, money, assets and people will be allocated. It consists of the:

- Long-Term Financial Plan
- Workforce Management Plan
- Asset Management Plan



Bondi Junction

# EXTERNAL BODIES EXERCISING COUNCIL FUNCTIONS

At its meeting of 18 June 2013, Council formally adopted the new Panel called Waverley Development Assessment Panel (WDAP) and dissolved the former Development Control Committee (DCC) and the Independent Hearing & Assessment Panel (IHAP).

WDAP determines significant development applications (DAs) in the Waverley LGA. This includes DAs where there are numerous objections, a conflict of interest or the development has a construction cost of \$3 million or more. WDAP is made up of a pool of planning experts and meets monthly. It also means that Councillors are no longer involved in the decision-making process for determining those DAs, allowing

them more time to focus on strategic planning issues, such as the planning controls that underpin DA decisions. WDAP is delegated by Council to exercise these functions. WDAP meets on the fourth Wednesday of the month. Meetings are held at Council Chambers. In 2016/17, the panel had 11 meetings.

# PARTNERSHIPS AND COOPERATION

- Council is a member of the Southern Sydney Regional Organisation of Councils (SSROC) and the Sydney Coastal Councils. SSROC is an association of local councils in the southern area of Sydney. SSROC provides a forum for the councils to deal with issues they have in common, particularly those that cross boundaries. Key issues under consideration include planning, environment, transport, community development, urban design, sustainability and local government management.
- Council partners with the Federal Department of Social Services and the NSW Department of Ageing Disability & Home Care to support capacity building and best practice for the aged and disability sector in the South East Sydney region.
- Waverley Library has a collaborative partnership with five SSROC libraries for the purchase of materials. Council's Library Services share a document delivery van with all libraries in the Sydney metropolitan area.
- Council participates in the Eastern Region Local Government Aboriginal and Torres Strait Islander Forum, a coalition of six councils: Bayside Council, City of Sydney, Inner West Council, Randwick City, Waverley and Woollahra Municipal Council.
- Council has a partnership with the Uniting Church which provides a building, Norman Andrews House, through which the Church delivers services for homeless and disadvantaged people.
- The Sydney Coastal Councils includes councils located on Sydney's coastline and aims to promote coordination on issues relating to the urban coastal environment and waterways
- Waverley Council, in conjunction with Woollahra and Randwick City Councils, runs the Regional Eco footprint Project which aims to deliver environmental projects within the region.
- Waverley and Woollahra Councils are in partnership to share resources and workforces through the Alexandria Integrated Facility and are in partnership to construct a new State Emergency Service facility to jointly serve their communities.
- The Waverley Community Living Program (WCLP) provides independent living skills training and 'transition' support for adults with a mild intellectual disability. The project is funded by Waverley Council and the Department of Human Services. Waverley Council also partners with the NSW Department of Ageing Disability and Home Care to deliver this program.
- Waverley Council partners with 17 community organisations to provide key services to the Waverley area and regionally, through the provision of funding and/or subsidised accommodation. These include children's services, youth services, outreach and homelessness services, housing support, drug and alcohol services and domestic violence support.
- Council is a member of the Eastern Sydney Aged and Disability Interagency Network (coordinated jointly by Randwick City and Waverley), Homelessness Interagency Network (coordinated by Waverley) and the Headspace regional youth mental health service which is supported by Waverley and Randwick City Councils.
- Council partners with the Bondi and Districts Chamber of Commerce to host the Waverley Business Forum, Bondi Winter Magic and the Brightest and Best Business Awards.

# OUR PERFORMANCE SNAPSHOT

Waverley's Community Strategic Plan, Waverley Together 3 (WT3) and Delivery Program, is built around four quadrants. Each quadrant has a set of directions which outlines

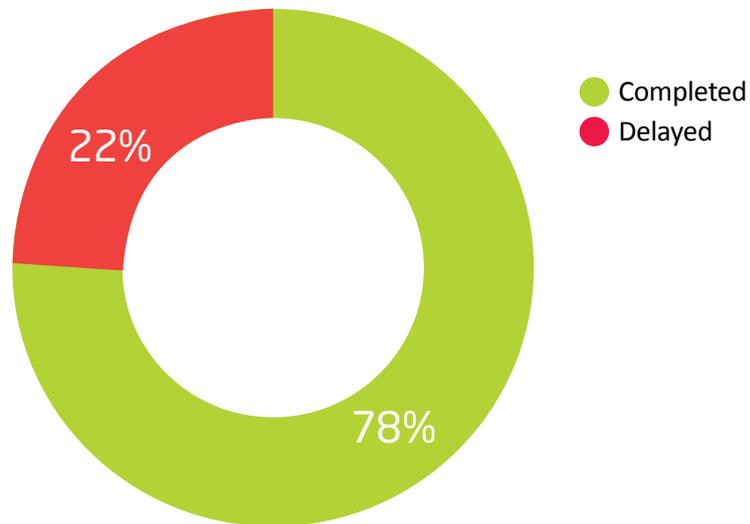
the specific directions we intend to head in. Sitting beneath these are the strategies Council will implement to move in the direction set out in WT3, and Council's reporting tracks our

progress in delivering these. Below is a summary overview of our overall progress, as well as progress in each of the quadrants.

## OVERALL PERFORMANCE

Waverley Council's overall performance for 2016/17 in meeting targets set out in the Delivery Program 2013/17 and the Operational Plan 2016/17 (1 July 2016/30 June 2017).

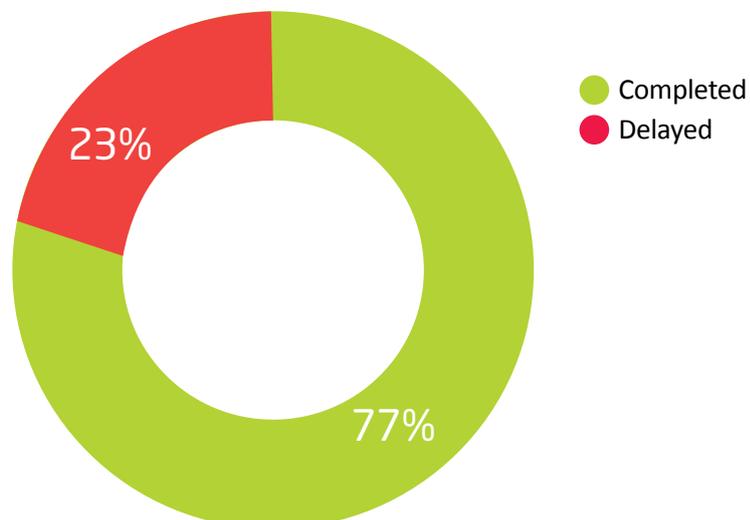
78 per cent of the overall actions were completed and 22 per cent were delayed.



## WAVERLEY COUNCIL'S PERFORMANCE FOR 2016-17 BY QUADRANT

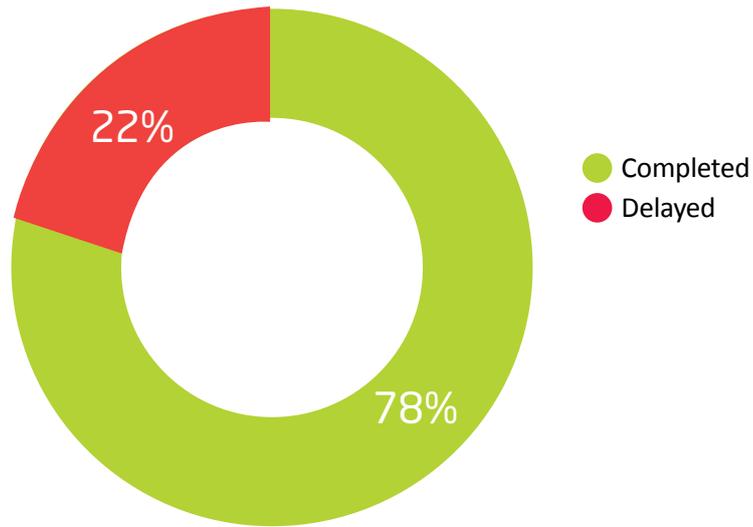
### SUSTAINABLE COMMUNITY

77 per cent of the overall actions in the Sustainable Community quadrant were completed and 23 per cent were delayed.



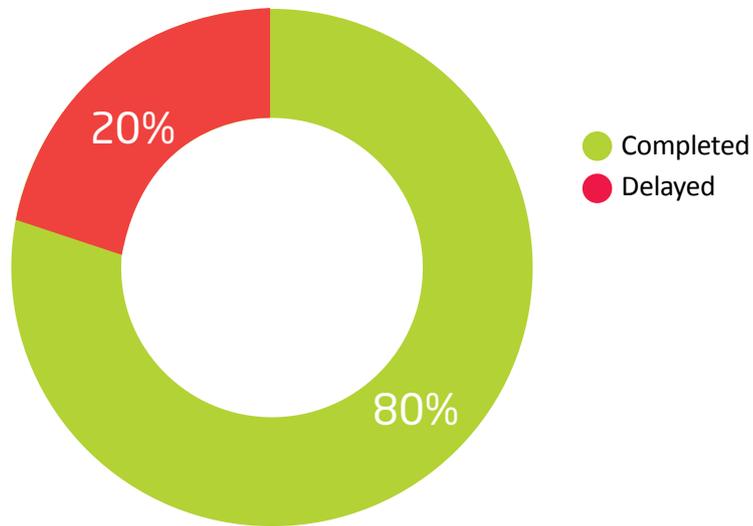
### SUSTAINABLE LIVING

78 per cent of the overall actions in the Sustainable Living quadrant were completed and 22 per cent were delayed.



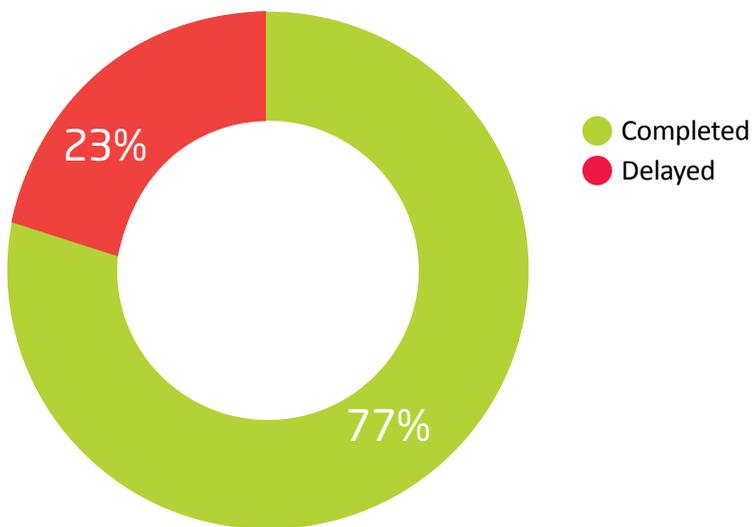
### SUSTAINABLE ENVIRONMENT

80 per cent of the overall actions in the Sustainable Environment quadrant were completed and 20 per cent were delayed.



### SUSTAINABLE GOVERNANCE

77 per cent of the overall actions in the Sustainable Governance quadrant were completed and 23 per cent were delayed.



The Progress Report on Delivery Program 2013–17 can be viewed at Waverley Council website [www.waverley.nsw.gov.au](http://www.waverley.nsw.gov.au)

# OUR FINANCIAL SNAPSHOT

Waverley Council's financial position as at 30 June 2017 was sound.

## HIGHLIGHTS

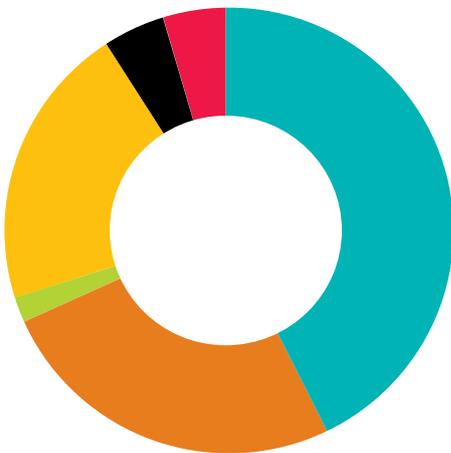
- \$138.106 million total income from continuing operations
- \$126.993 million total expenses from continuing operations
- \$11.173 million net operating result for the year
- \$1.2 billion worth of net assets

## INCOME STATEMENT

The income statement shows Council's income and expenditure during the 2016/17 financial year and is calculated using the following formula:

Total revenue — Total expenses = Net result

### SOURCING OUR REVENUE ('000)



<span style="color: #00A69F;">●</span> Rates and annual charges	57,375	42%
<span style="color: #E67E22;">●</span> User charges and fees	34,230	25%
<span style="color: #9ACD32;">●</span> Interest and investment revenue	4,481	3%
<span style="color: #FFD700;">●</span> Other revenues	23,836	17%
<span style="color: #000000;">●</span> Grants and contributions provided for operating purposes	9,521	7%
<span style="color: #E91E63;">●</span> Grants and contributions provided for capital purposes	8,663	6%

### IDENTIFYING OUR EXPENSES ('000)



<span style="color: #E67E22;">●</span> Employee benefits and on-costs	58,268	47%
<span style="color: #E67E22;">●</span> Borrowing cost	142	40%
<span style="color: #FFD700;">●</span> Materials and contracts	22,975	19%
<span style="color: #00A69F;">●</span> Depreciation and amortisation	19,211	16%
<span style="color: #9ACD32;">●</span> Other expenses	22,295	18%
<span style="color: #000000;">●</span> Net losses from disposal or assets	4,042	0%

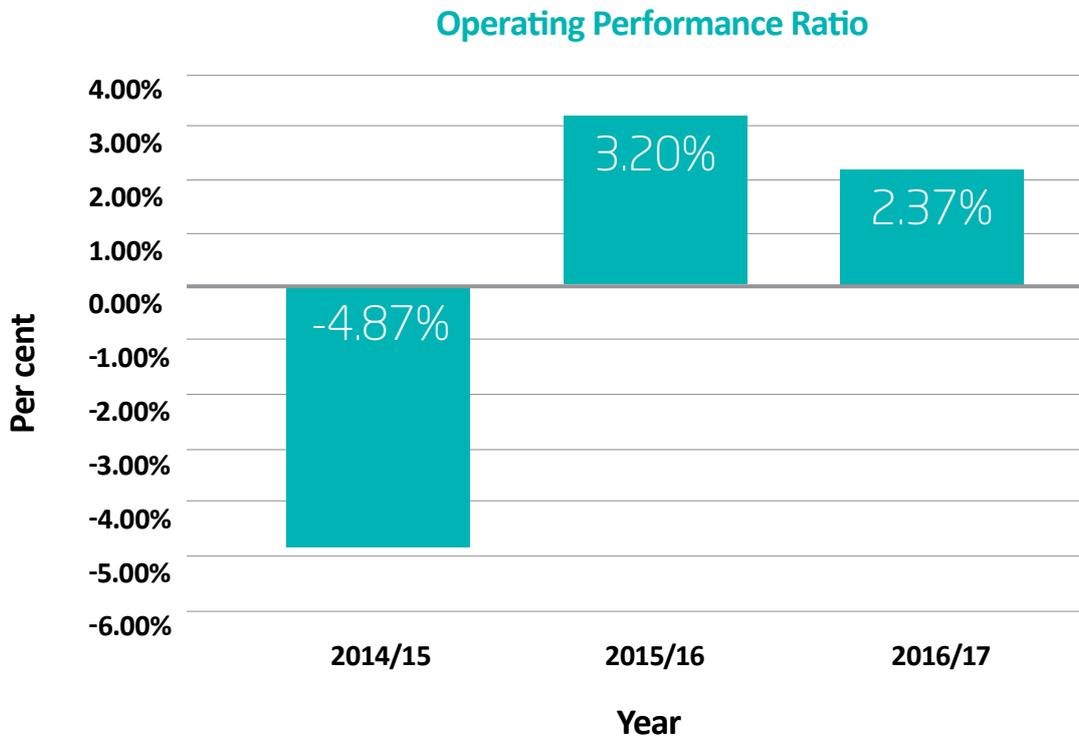
# PERFORMANCE RATIOS

## CASH AND INVESTMENTS

Waverley Council's Cash and investments amounts to \$157.7 million at 30 June 2017.

## OPERATING PERFORMANCE RATIO

Waverley Council's operating performance ratio of 2.4 per cent reflects a surplus in operating revenues over operating expenses and exceeded the Office of the Local Government (OLG) benchmark of greater than zero per cent.

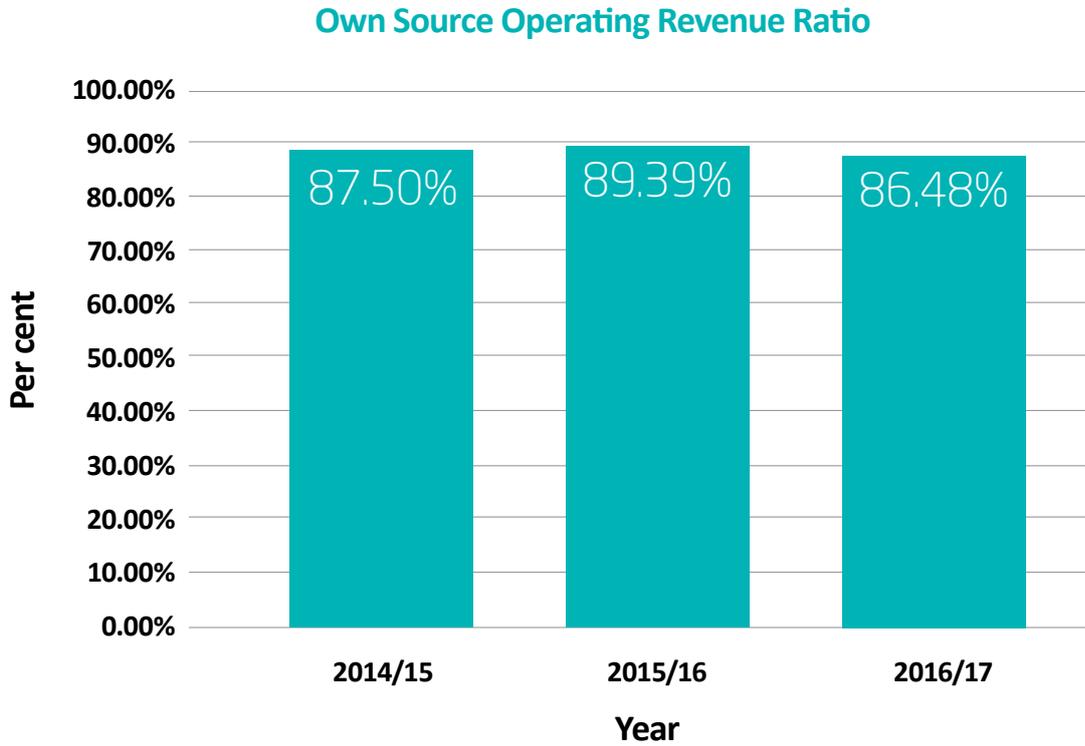


*Council's operating performance ratio has remained positive in the last two years as increases in adjusted operating revenues exceeded increases in costs.*

## OWN SOURCE OPERATING REVENUE RATIO

32

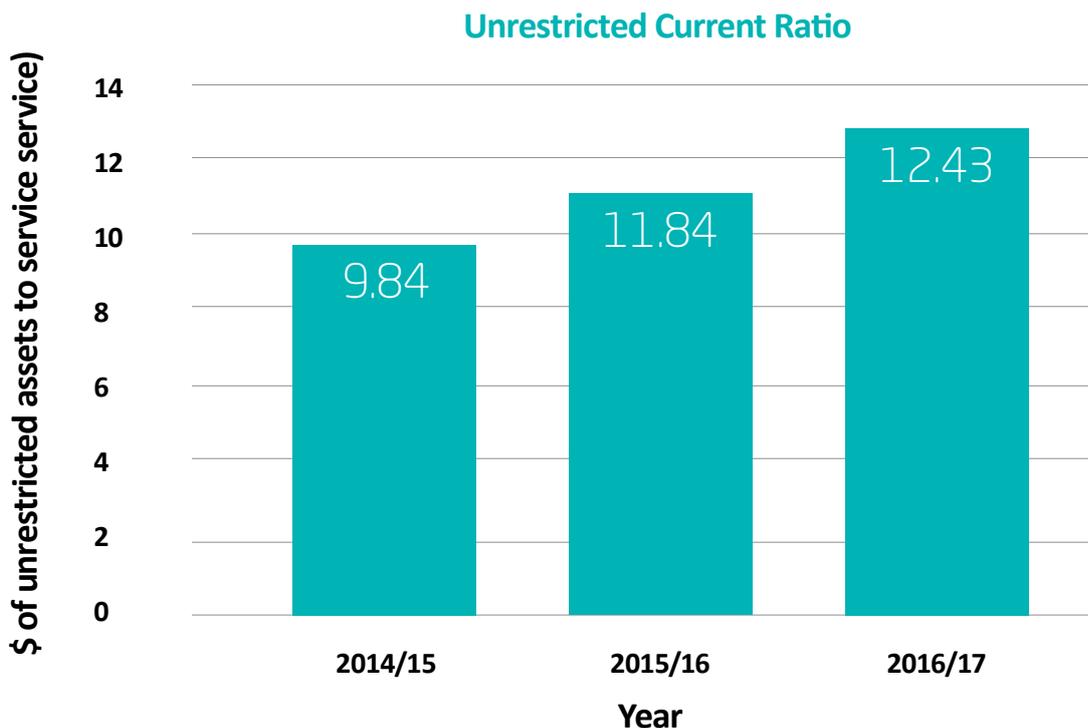
Council's own source operating revenue ratio of 86.5 per cent reflects a low level of reliance on externally sourced grant revenue and exceeded the OLG benchmark of greater than 60 per cent.



The ratio has remained relatively stable above the benchmark of 60 per cent over the last three years.

## UNRESTRICTED CURRENT RATIO

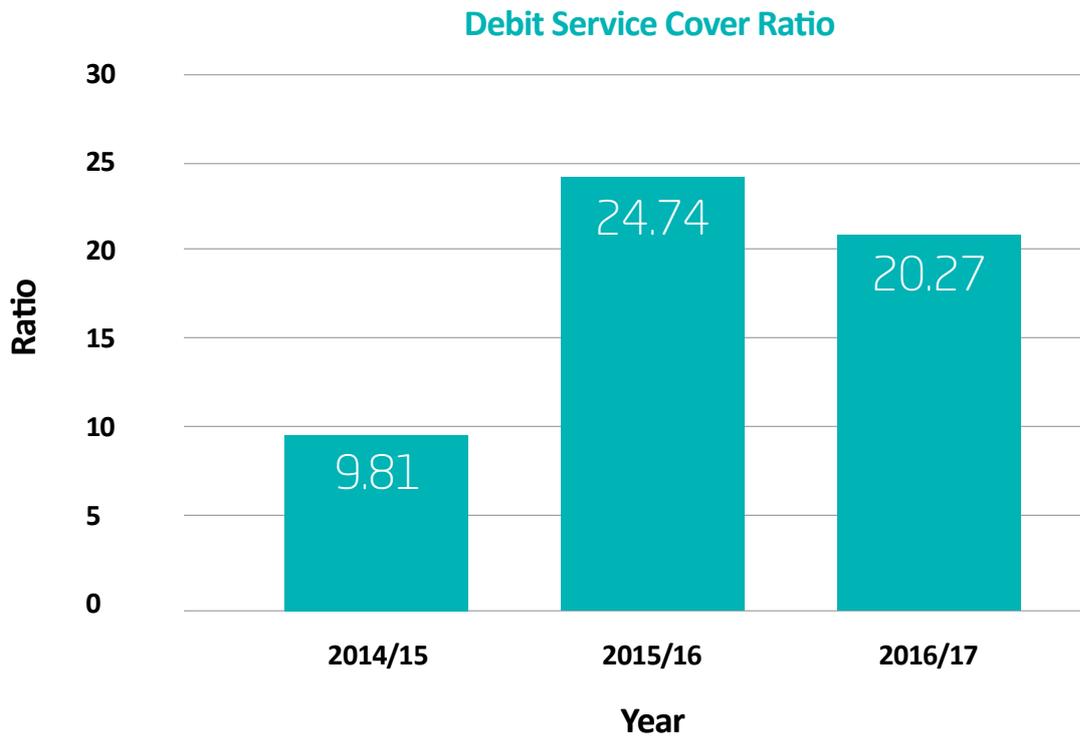
This ratio indicates that Council currently has \$12.4 of unrestricted assets available to service every \$1.0 of its unrestricted current liabilities.



This reflects an operating buffer for use in Council's operations and exceeded the OLG benchmark of greater than 1.5 times.

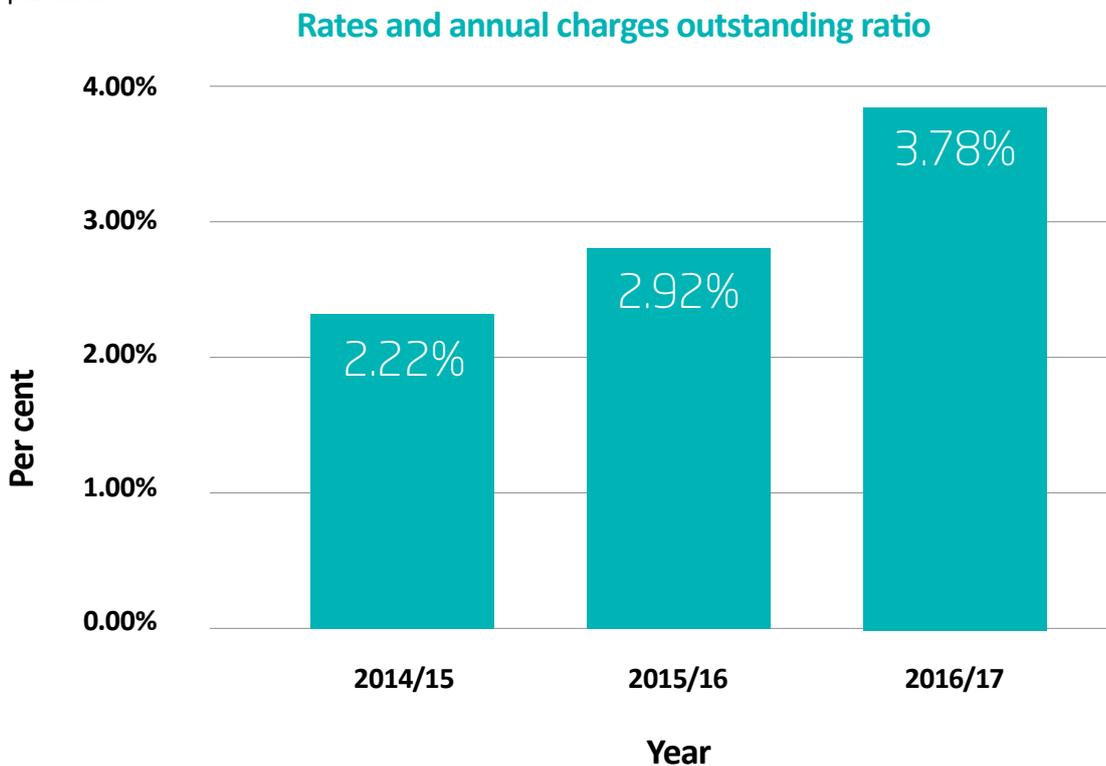
## DEBT SERVICE COVER RATIO

Council has a debt service ratio of 20.3 times which exceeded OLG benchmark of greater than two times. The ratio highlights council's comparatively low level of debt and debt servicing costs.



## RATES AND ANNUAL CHARGES OUTSTANDING RATIO

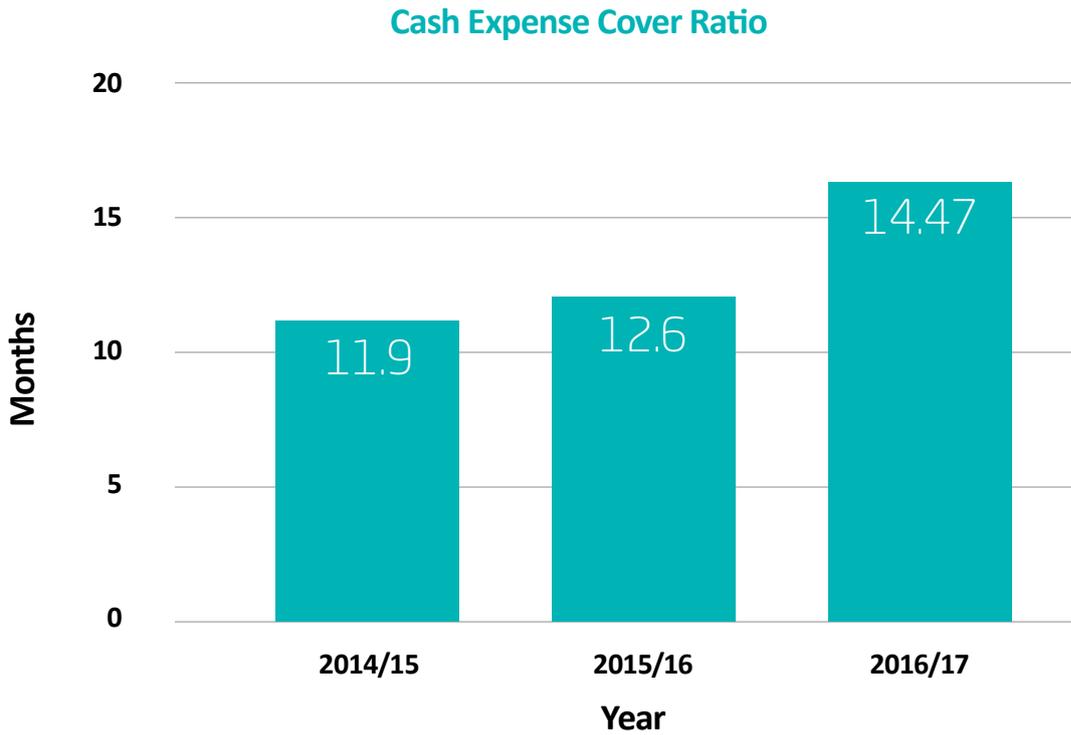
Council's rates and annual charges outstanding ratio of 3.8 per cent met the OLG benchmark of less than five per cent.



*The ratio has trended up over the past three years*

## CASH EXPENSE COVER RATIO

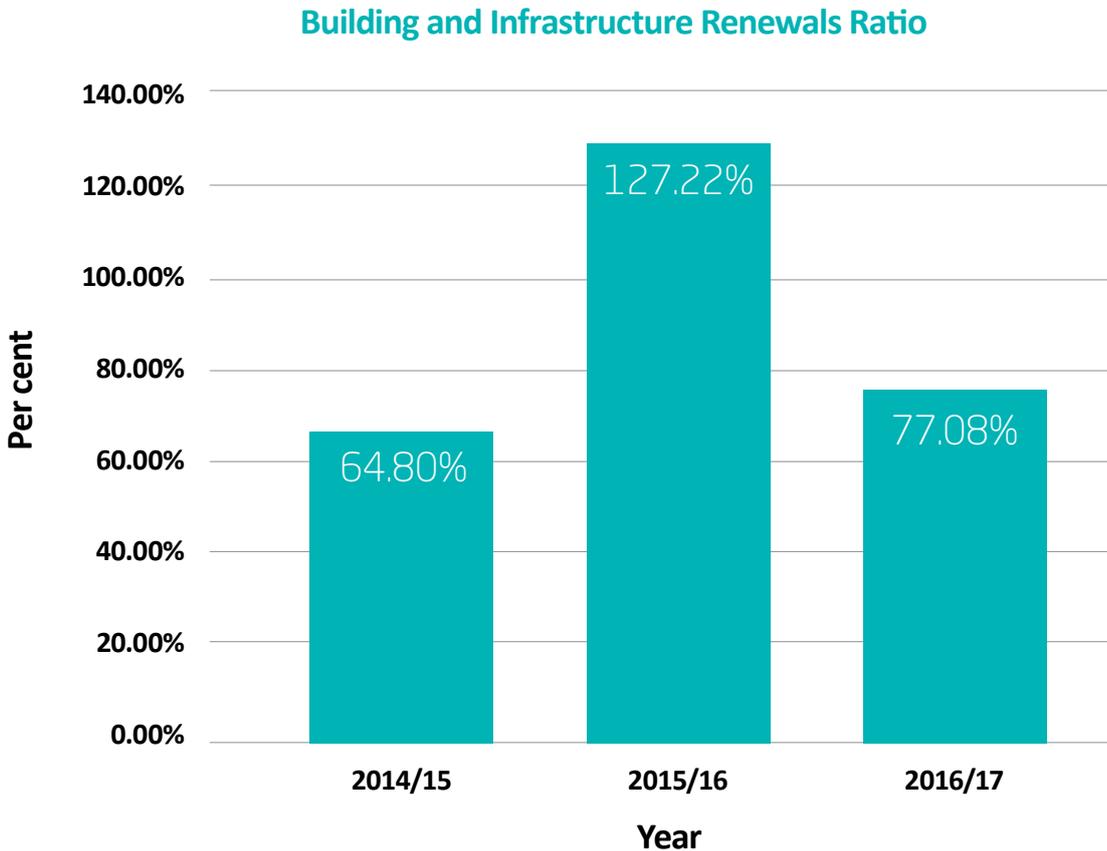
Council's cash expense cover ratio of 14.47 months exceeded the OLG benchmark of greater than three months.



The Cash expense cover ratio has increased over the past three years

## BUILDING AND INFRASTRUCTURE RENEWALS RATIO

Council's building and infrastructure renewals ratio of 77.1 per cent was below the OLG benchmark of greater than 100 per cent and is the result of reducing capital expenditure on existing infrastructure by \$8.3 million.



# AWARDS RECEIVED

In 2016/17, Council has received numerous awards in recognition of the innovative and outstanding performance across a range of areas including outstanding environmental leadership, heritage and conservation.

The awards include:

Type	Category	Project/Location
Winner: Australian Internet of Things 2017	Government Category	Solar Compactor Bins
Highly Commended : LGNSW Excellence in the Environment Awards	Communication, Education and Empowerment category	Second Nature - Sustainable Waverley
National Trust Heritage Awards	Publications Award	Inter-War Fact Sheets
NSW Architecture Awards	Small Project	Bondi Beach Picnic Shelters, Tonkin Zulaikha Greer Architects
NSW Architecture Awards	Small Project, Public Architecture	North Bondi Amenities, Sam Crawford Architects with Lymesmith
Dulux Colour Awards	Commercial Exterior and Grand Prix	North Bondi Amenities, Sam Crawford Architects

# GRANTS AND DONATIONS AWARDED

In 2016/17 Council awarded a range of grants and donations amounting to \$530,229

Grants/Donations Awarded	Amount(\$)
<b>Total Grants/Donations</b>	<b>530,229</b>
<b>Community Grants</b>	<b>312,371</b>
Waverley Action for Youth Services (WAYS) Youth and Family	74,158
BOP (Beaches Outreach Project)	49,150
Holdsworth Community/ Junction House	38,391
Wayside Chapel Foundation/ Norman Andrews House	37,792
Bondi Toy Library	21,095
Junction Neighbourhood Centre	18,858
Randwick Waverley Community Transport	18,184
Eastern Area Tenants Service	17,837
Sculpture by the Sea	11,037
Australian Kiteflyers Society Inc.	8,623
Bondi Beach Cottage	8,032
Waverley Bondi Beach Band	4,219
Waverley Randwick Philharmonic Society	4,083
Bondi Beach Playgroups	912
<b>Surf Club Grants</b>	<b>85,920</b>
Tamarama Surf Life Saving Club	31,380
Bondi Surf Bathers Life Saving Club	18,180
Bronte Surf Life Saving Club	18,180
North Bondi Surf Life Saving Club	18,180
<b>Small Grants Program</b>	<b>87,838</b>
<b>Arts Small Grants</b>	<b>13,750</b>
Flickerfest	3,500
The Red Room Company	3,000
Rose Bay College Music Program	3,000
Jewish Arts	2,750
Trixi Symonds	1,500

<b>Community Small Grants</b>	<b>50,688</b>
Wayside Chapel Foundation/ Norman Andrews House	10,000
Sculpture by the Sea Tactile Tours	5,000
ACON	3,000
Bondi National Surfing Reserve Steering Committee	3,000
Fantazia Russian Musical Theatre	3,000
Holdsworth Community	3,000
REELise Inc	3,000
Waverley Action for Youth Services- Youth and Family	3,000
Live Life Get Active(Venue hire fee waiver)	2,600
Waverley Historical Society	2,500
Uniting Care	3,000
Parents Beyond Breakup(Venue hire fee waiver)	2,200
Aged Care Psychiatry Services	2,000
Dover Heights Shule	1,500
Enactus UNSW	1,500
Language Festival Association(Venue hire fee waiver)	1,500
Little Heroes Swim Academy	1,500
Waverley Community and Seniors Association(Venue hire fee waiver)	38
<b>Creative Small Streets</b>	<b>11,000</b>
Indigenous Heritage Mural	5,000
Street Libraries Inc	3,000
Superlocalstudio	3,000
<b>Environment Small Streets</b>	<b>12,400</b>
Bronte Public School Parents and Carers	3,000
Bronte Family Day Care	2,500
Bondi Public School	2,400
Bondi Beach Public School	2,250
Dover Heights Community Pre-School	2,250
<b>Other Grants/Donations</b>	<b>44,100</b>
Library Literary Awards	30,100
Waverley Art Prizes	8,000
Sculpture by the Sea mayoral Prize	5,000
Green Sparks School Competition	1,000

# GRANTS RECEIVED

In 2016/17, Council received a range of grant funding including:

## GRANTS RECEIVED

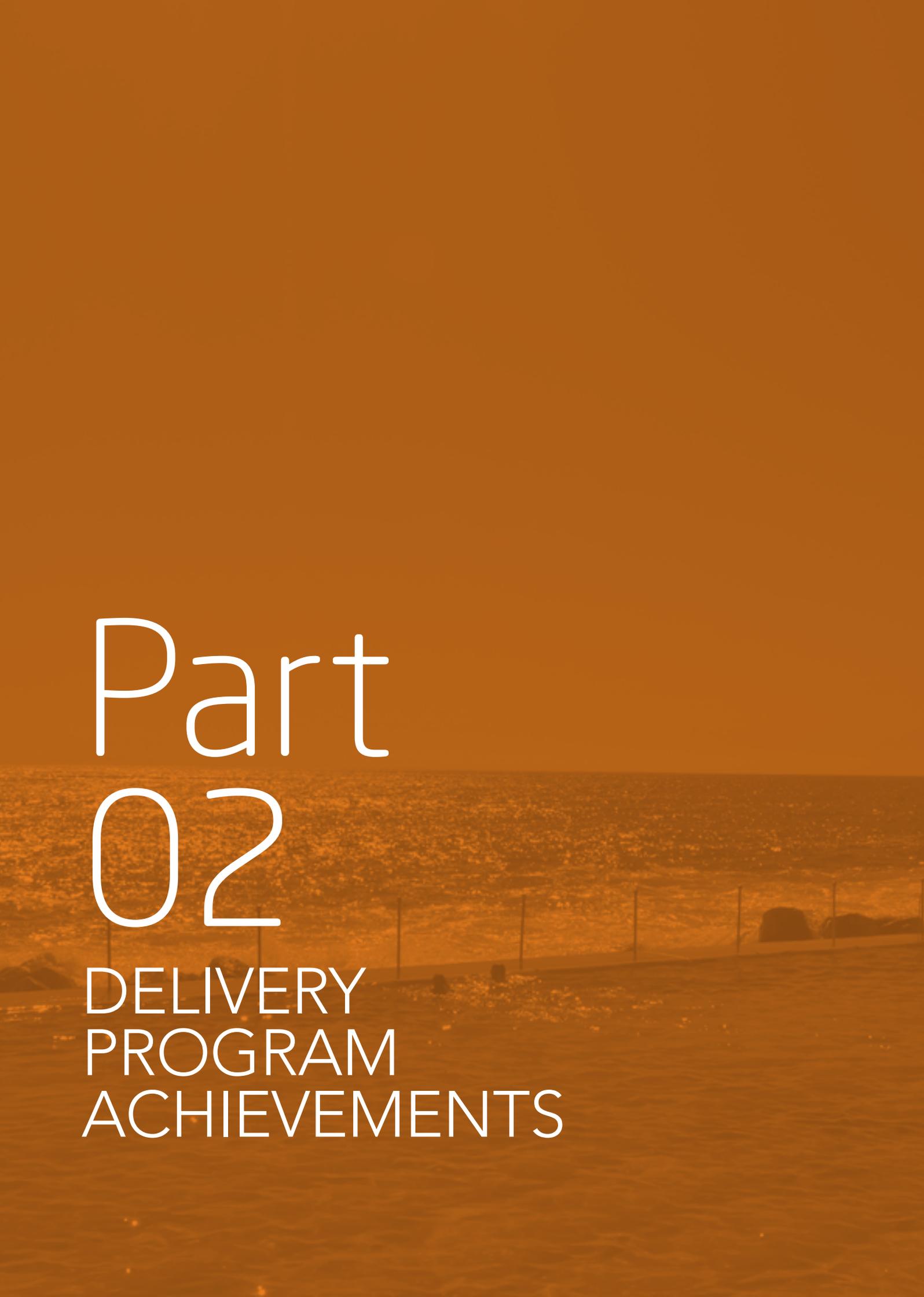
Grant Category	Purpose	Grant Amount (\$)
Office of Environment and Heritage Floodplain management grant	Investigate and report on flooding in the Waverley Local Government area	225,333
NSW Environment Protection Authority Better Waste and Recycling Fund (Year 4)	Improve recycling, community engagement, reduce waste generation, and tackle litter & illegal dumping	180,570
NSW Department of Premier and Cabinet grant	Tourism Initiatives - Creative Lighting Demonstration projects, Hello Bondi website and mobile app	160,000
NSW Public Library Infrastructure grant	Library Outreach Vehicle - Joint submission with Randwick and Woollahra	147,000
Office of Environment and Heritage Heritage Grants Program	Major Works	100,000
NSW Environment Protection Authority Litter Prevention grant (Round 3)	Bondi Unwrapped - targeting take away packaging/litter prevention	92,900
NSW Office of Environment and Heritage	Purchase an on-street bin cleaner to enhance the appearance of bins to encourage users to correctly dispose waste	92,000
Road and Maritime Services Priority Cycleways	Bondi Junction Cycleway - Design	78,577
NSW Department of Planning and Environment Metropolitan Greenspace Program	Coastal Walk Feasibility Study	65,675
State Library Local Priority grant	Flexible furniture in library spaces	49,219
Office of Environment and Heritage Floodplain management grant	Bronte Seawall Technical Study	39,520
NSW Environment Protection Authority Litter Prevention grant (Round 3)	Litter Prevention at bus stops and thoroughfares	30,000
NSW Environment Protection Authority Combatting Illegal Dumping grant (Round 2)	Clean-up and Prevention of Illegally Dumped Rubbish	20,000
NSW Office of Environment and Heritage Heritage Grants Program	Monument Conditional Report	10,000
Office of Environment and Heritage Save our Species Partnership Grants Program	Protection of threatened species	3,500
NSW Office of Environment and Heritage Heritage Grants Program	Conservation Plan	3,000



*Tamarama Beach*

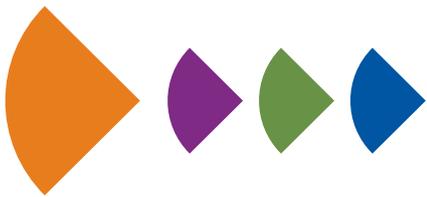
# SPONSORSHIPS RECEIVED

Sponsor	Project	Amount (\$)
Roosters Festival Bar	Festival of the Winds	14,000
Eastgate Shopping Centre	Global Table	5,000
Bondi Junction, Rose bay and North Bondi RSL sub-branches	NIB Literary Award	3,500
Cirque du Soleil	Festival of the Winds	2,500
ANZ Bank	Festival of the Winds	1,500
Gertrude & Alice Bookshop	NIB Literary Award	1,100
Lush Bondi	Festival of the Winds	500
Bondi Icebergs	NIB Literary Award	200



# Part 02

DELIVERY  
PROGRAM  
ACHIEVEMENTS



# SUSTAINABLE COMMUNITY

Our Sustainable Community directions, strategies and deliverables contribute to the development of our community capacity, including our cultural vitality and indigenous and post-colonial heritage, our sense of community and connection, as well as a safe, healthy and harmonious living environment. This section represents the 'social' component of the quadruple bottom line.



*Program for Seniors*

## COMMUNITY SERVICES IN FOCUS

The Waverley Community and Seniors Centre (the Centre) runs a range of programs to keep older people healthy, fit, active and socially connected. These activities include:

- Mind and fitness program including yoga, pilates, line dancing and gentle exercises
- Wellness centre which includes podiatry services
- Social and educational program such as bus outings, art and craft, language classes and 'get togethers' for various social and cultural groups

Council undertook initiatives to retain and strengthen service provision for active and frail aged seniors at the Centre. An operational review ensured the service was aligned with the requirements of the new Commonwealth Home Support Program. In 2016, the Centre successfully met the requirements of an independent, quality review and a regional referral pathway for clients was developed with local services.

Multiple options were developed to maintain a financially sustainable and high-quality service for older people. Council was able to retain funding until 2020 from the Commonwealth Home Support Program (CHSP), which is an entry level home help program funded by the Federal Government. Council strengthened governance arrangements to continue its partnership with the Waverley Community and Seniors Association and signed a Memorandum of Understanding to clarify respective functions and responsibilities and a new vision for the operations of the Centre.

Substantial changes are underway in how services are provided to older people and people living with a disability. The introduction and roll out of the National Disability Insurance Scheme with person centred or consumer directed care is resulting in major funding reform. Council reviewed its services that will be affected by these changes. Council's Waverley Community Living Program (WCLP) supports the needs of people with intellectual disability.

The service met a series of important milestones to become registered under the National

Disability Insurance Scheme (NDIS). In August 2016, Third Party Verification was achieved for this Program. This is a comprehensive quality assurance process against the NSW disability services standards.

## HOUSING PROGRAMS

Three Homelessness Coalition meetings were held during this reporting period. Council participated in the Eastern Sydney Homelessness Assertive Outreach working group to follow up on service and housing outcomes for rough sleepers in the area. The stakeholder roles and responsibilities guidelines were defined and professional development programs were organised through internal partnership meetings.

Maintenance of housing units this year included renewal of seven kitchens, painting and replacement of carpets at six units and installation of fire rated doors in 13 units.

Waverley Community Living Program participated in research funded through an Australian Research Council Linkage grant that looked into quality and

outcomes of individual supported living arrangements for adults with intellectual and developmental disabilities. The soon to be completed two year study was carried out by University of Sydney's Centre for Disability Studies linking with Achieve Australia, Integratedliving and National Disability Services (NDS) in New South Wales as well as Curtin University and University of Melbourne. Council officers also participated in a conference organised by NDS and contributed to panel discussions covering a range of topics including 'The Business of New Disability Models', 'Developing a Value Proposition Using Customer Centric Approaches', and 'Developing Innovative Housing and Living Arrangements for Adults with Disabilities'. Research findings will inform further work in 2017/18 in line with transition to National Disability Insurance Scheme.

### INITIATIVES TO IMPROVE SERVICE PROVISION

A Memorandum of Understanding to formalise partnership and clarify governance arrangements with Waverley Seniors Association was completed. This facilitates a balanced program of activities to meet the needs of diverse clients at the Community and Seniors Centre. A client survey was undertaken in November 2016 with results showing an 80% percent client satisfaction rating with the services offered.

Marketing initiatives were in place during the year to increase the number of family day care (FDC) educators to increase the number of childcare places. A family day care educator conference was held in March 2017. New FDC educators

have joined the scheme. However, due to attrition, the net increase in the number of educators was not achieved. The focus of marketing is on quality and choice, targeting new educators and parents through workshops and conference.

Overall the uptake of early education places is 97% at the Early Education Centres. Families on wait list continue to receive regular contact through family support newsletters and updates. Waverley Council's family support program continues to achieve and support the targeted number of families. All families on the wait list of Council Children's Services for children aged 0- 5 years were emailed regular newsletters and parent information by a Council Family Support Worker. Family Support Workers also made presentations to families on resilience, facilitated a kids allergy hub and a speech pathologist session during the year.

### RECONCILIATION ACTION PLAN

In May 2017, more than 250 members of the community

celebrated the winners of the Pauline McLeod Awards for Reconciliation at Bondi Pavilion. The awards are a significant event that gives our community an opportunity to acknowledge and celebrate the achievements big and small of local people and organisations through their commitment to Reconciliation.

The awards are hosted annually by the Eastern Region Local Government Aboriginal and Torres Strait Islander Forum (ERLGATSIF). ERLGATSIF is a partnership between the councils of Bayside, City of Sydney, Inner West, Randwick, Waverley and Woollahra. This year, more than 90 entries were received from primary schools across the six councils for the art competition, two high school short films and four community awards. Waverley Council hosted the awards night and exhibited the finalists from the 16 primary schools, and the high school short film competition, at Bondi Pavilion Gallery until June 2017. During exhibition more than 1,285 people visited Bondi Pavilion Gallery to view the work.

The 'Boondi Boondi' event at Bondi was held in conjunction



with the Eastern Region Local Government Aboriginal and Torres Strait Islander Forum to acknowledge the 50th anniversary of the referendum and 25 years since the Mabo decision. Reconciliation Action Plan (RAP) targets have continued to be actioned. Shared commitments have progressed with continued participation in the Eastern Region Local Government Aboriginal and Torres Strait Islander Forum across six councils.

### EMPLOYMENT OPPORTUNITIES FOR ABORIGINAL PEOPLE

Council was successful in applying for a grant through the Elsa Dixon Aboriginal Employment Program (EDAEP - NSW Department of Industry), to support up to five school based trainees through employment at Waverley Council in 2018 and 2019. The aims of the EDAEP are to assist Aboriginal people to gain employment and career pathways in the public sector, while promoting diversity, innovation and service responsiveness. Council will receive up to \$50,000 when the students are employed and preliminary work has begun to match potential opportunities to learning outcomes for students and identify internal and external partners.

### VOLUNTEERING OPPORTUNITIES WITH COUNCIL AND COMMUNITY PARTNERS

A diverse range of ongoing volunteering opportunities were available through the Seniors Centre, Waverley Library, Waverley Cemetery, Bushcare, Sustainability, Justices of the Peace services and

Children's Services in 2016/17. The 'storytime project' created an opportunity for seven volunteers to engage with young children through reading. A group of eight corporate volunteers spent a day maintaining and repairing the Waverley Community Garden. Four key community volunteers initiated the trial of the Hewlett Street Shared Garden. The Library has 14 young people registered for volunteering, while there are a number of university student volunteers across

and services.

A comprehensive joint community consultation process was undertaken to define the regional level framework. During the consultation period, council staff spoke to a wide range of people with a disability, their service providers, carers, family members and council staff involved in delivering services to its communities. A survey was also conducted which respondents



the Sustainability team.

### DISABILITY INCLUSION ACTION PLAN

Under the Disability Inclusion Act 2014, local government is required to undertake disability and inclusion action planning (DIAP) under the new DIAP framework by 1 July 2017. Randwick and Waverley Councils developed a joint regional framework to support a consistent approach to disability planning across the Eastern suburbs. This is particularly relevant as residents move around the region to access and use a wide range of facilities

completed online and in paper to give residents who were not able to attend the engagement workshops the opportunity to have their say. The draft plan was submitted to the Disability Council of NSW, Department of Family & Community Services (FACS) on 30 June 2017.

### SIGNIFICANT PARTNERSHIP EVENTS

Multiple events were held in partnership with a range of stakeholders this year. They include:

- National Reconciliation Week held in partnership



*Multipurpose court*

with Eastern Region Local Government Aboriginal and Torres Strait Islander forum in May 2017

- Youth Week in partnership with Waverley action for Youth Services(WAYS) in April 2017
- Harmony Week in partnership with The Welcome Dinner Project in March 2017
- International Day of People with a Disability in partnership with My Choice Matters in December 2016
- Children's Week in partnership with Waverley Early Education Centres and Volunteers in October 2016.

Meetings were held with neighbouring councils to undertake initial assessments of recognition programs. Following a review, the Local Hero event was held in April 2017, with two Local Hero Awards, and a Certificate of Commendation awarded to recipients.

The Best of the Best Ceremony was held in August for the installation of the recognition plaque on Bondi Beach Promenade. Rabbi Dovid Slavin, founder of Bondi's Our Big Kitchen received this honour and was recommended for the Best of Best Local Hero 2011-2015 bronze plaque due to his many outstanding contributions, including exceptional leadership abilities, breadth of volunteering work and generosity of spirit.

Waverley Council established the 'Recognising Our Community Leaders' walk in 2005, with leaders now immortalised in bronze plaques at Bondi and Bronte beach promenades. The volunteer

celebration was held in May in a renewed format to acknowledge the contribution of volunteers who support the council.

## COLLABORATIVE PARTNERSHIPS

The establishment of the community hub at Mill Hill has facilitated new and enhanced relationships and outreach opportunities. The Windgap Café, operated by Holdsworth Street in partnership with Windgap, was opened at the Mill Hill Community Centre with the council providing subsidised rent.

Council facilitated two capacity building initiatives including the Planning Forum for aged and disability services in the region and planning session with the Eastern Sydney Youth Services Network (ESYSN) in November 2016. The ESYSN is facilitated by Council officers, meets regularly to collaborate on the priority needs and concerns of young people and invites guest speakers to address commonly experienced issues. A session on 'Young people falling through the gaps' was held in March.

The Transition to School Forum is an important initiative preparing local families for the big milestone event when their children start school. Over the years, most local schools have attended to provide information and engage with parents. Held in April, the event attracted more than 100 participants.

On 18 November 2016, a 'My Choice Matters' forum was held in partnership with NSW Family and Community Services to assist people with disability transitioning to the National Disability Insurance Scheme(NDIS). NDIS was rolled out

in Sydney's eastern suburbs from 1 July resulting in fundamental changes to the way services are delivered. Around 20 people attended the forum held at the Margaret Whitlam Recreation Centre. This was followed by an NDIS Information Session on 13 April at Waverley Library with about 30 people participating and a series of planning sessions for Waverley Community Living Program (WCLP) clients and families to support them in their journey to access funding and support under NDIS.

The following interagencies were convened and supported:

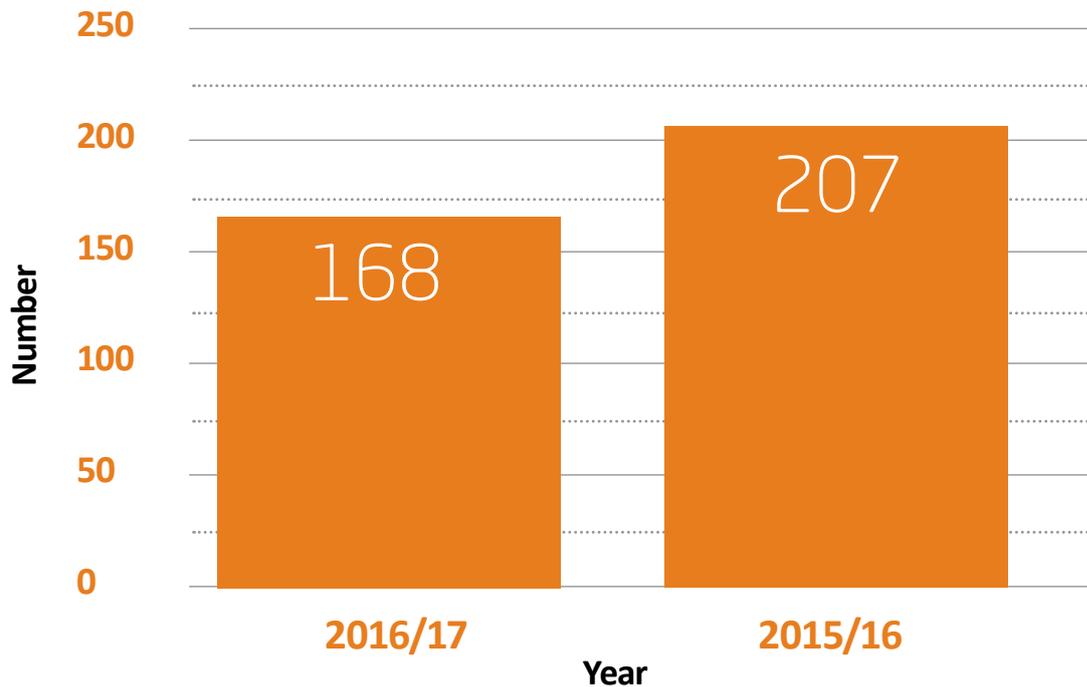
- Aged and Disability Interagency
- Eastern Suburbs Youth Services Interagency convened with Randwick and Woollahra Councils
- Inner and Eastern Sydney Child and Family Interagency
- La Perouse Government Interagency
- Waverley Homeless Coalition.

## PUBLIC HEALTH AND SAFETY INITIATIVES

Initiatives undertaken this year include:

- A program of community education activities were organised this year including three workshops that included sessions for supervisors of learner drivers. Communications were sent to all the relevant schools in the LGA where safe parking is an issue. Collated Statistics data indicates that there were no incidents in the school zone area this year.
- There is a 14 per cent reduction in the number of customer complaints linked to public health compared to the previous year. All relevant complaints in 2016/17 were investigated and necessary actions implemented
- Safety was integrated as part of event briefs and related applications to ensure a positive experience for visitors and residents
- A review and revision of workflow in managing abandoned vehicles was completed and customer feedback indicates an improvement in the process
- Issues associated with hoarding and squalor were periodically monitored and addressed within the specified legal framework
- Register of certificates of cooling towers were maintained
- Annual inspections of hair, beauty and skin penetration premises were completed in line with targets.

### Reduction in road crashes



Road crashes in the LGA reduced from 207 in 2015/16, to 168 in 2016/17

### SMOKE-FREE TRIAL IN BONDI BEACH

In 2017, following the success of the trial at Oxford Street Mall, smoke free areas were introduced in Bondi Beach – at both sides of Hall Street between Campbell Parade and Glenayr Avenue.

Council set up an information stall on the corner of Hall Street and Campbell Parade in March 2017 to raise awareness about the program and respond to enquiries from members of the public and businesses. Signage was also rolled out throughout March. Council Rangers are continuing to work with the community to implement the campaign. A review of this approach will be conducted by Council in 12 months.

### SYDNEY JEWISH WRITERS' FESTIVAL

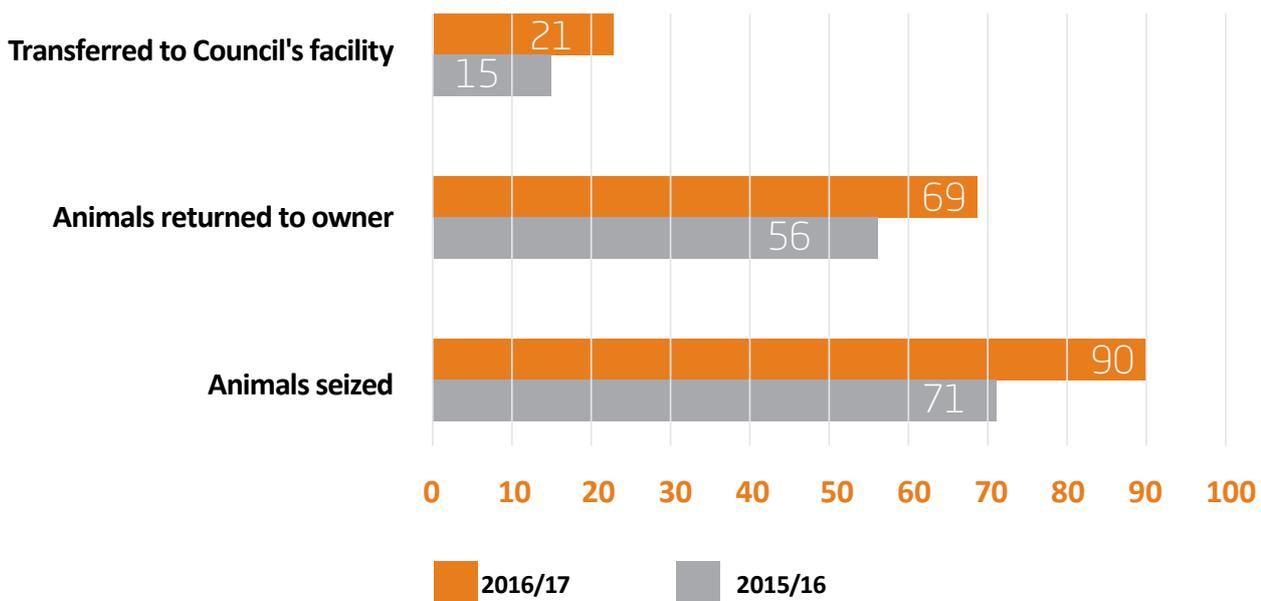
The annual Sydney Jewish Writers' Festival is a unique opportunity for people to engage with the wealth and diversity of contemporary Jewish writing and to celebrate their important cultural heritage.

In 2016, the Sydney Jewish Writers' Festival was held at the Waverley Library. The festival has featured new and established writers who shared extraordinary stories and thought leadership with an enthusiastic audience. In 2016 the festival grew to include 800 participants

### CULTURAL PROGRAM GRANTS AND SPONSORSHIPS

A sponsorship agreement was established for the Nib Literary Award. Waverley Council received two grants including a Library Development Grant of \$147,000 in partnership with Randwick and Woollahra Councils and a State Library Local Priority Grant of \$49,219 for flexible furniture in library spaces. Partnerships were established with St Alban's Writers' Festival and a new sponsorship is in place with Mark Moran Vaucluse for the NIB Literary Award.

## Compliance with Companion Animals Act



The number of companion animals seized, returned to the owner and transferred to Council's facility increased in 2016/17 in comparison to 2015/16.

## LIBRARY EVENTS

Several targeted events were organised at the Library in 2016/17 including:

- Seniors Week film screening of *Iris*, a documentary about fashion icon Iris Apfel
- National Simultaneous Storytime for 3-5 year old children
- Presentation by Nicola Scott, award winning artist of comic book series
- Sketchdash for patrons of all ages who love to draw
- Cryptic Crosswords for word lovers
- TechTime Online Travel Planning session
- Local History Open Day and Tamarama History Walk for those passionate about the local area.

## LIBRARY COLLECTIONS

Grant funding was obtained for a significant assessment of the Local History Collection. Items of National Significance are held, Oral histories and rare books were digitised allowing for better public access and ensuring longevity. This digitisation project included 170 hours of audio and 15 hours of video. An upgrade of the Library's online public access catalogue has delivered a modern interface for searching the library's collection. Overdrive collection was refreshed with online reading rooms providing a greater customer experience and increased usage.

The library's digital storage strategies will be developed as part of the new library strategy. Research on a number of options has commenced.

## SIGNIFICANT TECHNOLOGY UPGRADES AT THE LIBRARY

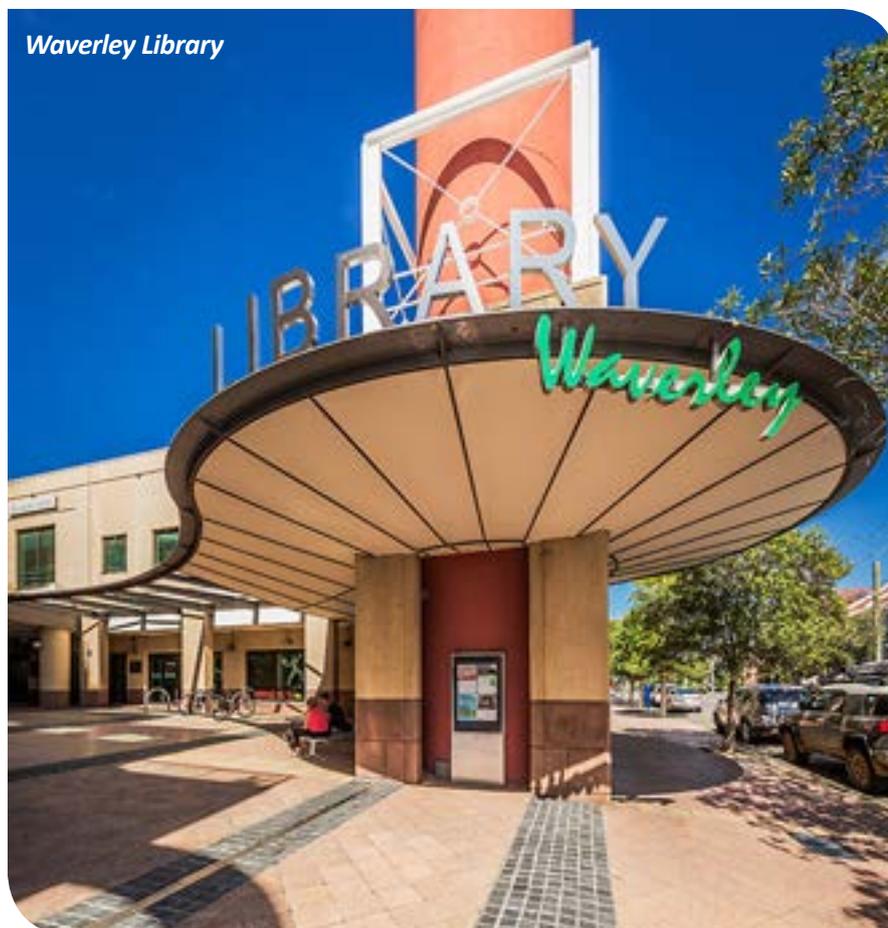
In 2016/17, there were significant technological updates and projects amounting to \$154,000 to enhance user experience at the Library. They included:

- Installation of five new, user friendly self-loan stations
- Purchase of kiosks that allow library patrons to manage their own printing requirements, book computers and study rooms, and allow for payment via eftpos
- Three digital screens were installed throughout the Library to effectively promote library services and upcoming events
- A refresh of the Library's online public access catalogue in a modern and aesthetically pleasing format
- Introduction of analytics software allowing the library to collect statistics on visitors to the library and Wi-Fi usage which helps usage planning.

Additionally, an upgrade to the audio visual equipment in the Children's Activity Room was made possible by a generous donation from Friends of Waverley Library.

The upgrade included a large automated screen, roof-mounted projector, surround sound speakers and childproof controls in a locked glass box that enables delivery of more streamlined and interactive programs.

The new AV equipment allows the Library to support children's programming with high-quality technology and Council would like to thank the Friends for the hard work put into fundraising to make this possible.



## BONDI PARK, BEACH AND PAVILION PLAN OF MANAGEMENT

In 2016/17, Waverley Council submitted the Development Application (DA) for Stage 1 of the Bondi Pavilion Upgrade and Conservation Project. Stage 1 focused on some critical needs of the building in and adjacent to the ground floor northern courtyard. The plan included the heritage works for Pavilion, with community and cultural facilities with the target of achieving 5 Green Star environmental rating.

The DA for Stage 1 is currently under assessment and will be determined by the Sydney Central Planning Panel which is independent of Council. Following the September 2017 election, the newly elected Council voted to establish a stakeholder committee to examine inclusions in the project and cultural programs.

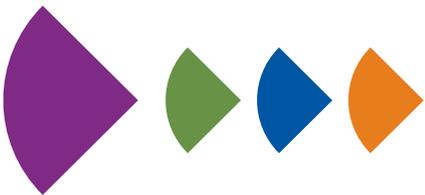
## PROPERTY PORTFOLIO

All leasable spaces were occupied on 30 June 2017. Bookings across community facilities has increased in comparison to the last financial year. A 90 per cent occupancy rate was achieved for the majority of time across facilities. The existing Mobile Vendor licences were managed on an ongoing basis and a new tender process was initiated for Bondi Beach in 2016/17. Additional opportunities for mobile vendor licences across Waverley will be explored in 2017/18. Procedures for busking were reinstated.

Social enterprise tenancy was negotiated at the Mill Hill Centre and is now in operation. A lease was also negotiated with Jewish House for 3 Bondi Road.



*Bondi Beach*



# SUSTAINABLE LIVING

Our Sustainable Living directions, strategies and deliverables support the liveability and economic viability of the Waverley area. They cover everything from place management strategies to improve the look and feel of villages and town centres and promote economic development, through to planning for the best built form and better transport, parking and access. This section represents the 'economic' component of the quadruple bottom line.



*Bondi Junction Aerial View*

## **BRONTE PARK AND BEACH PLAN OF MANAGEMENT (BRONTE POM)**

In 2016/17, Council prepared the Bronte Park and Beach Plan of Management. This plan will guide the next 10 years of park management and improvement. An extensive community consultation process was undertaken to inform the development of the plan of management, and Council received 400 community submissions. These submissions, combined with expertise of consultants, formed the values and actions defined in the plan of management, including the building controls of developments within the park, how to improve universal access across the park, and how to upgrade the aged amenities. All the actions were identified and prioritised to begin delivering upgrades of the park in the near future as part of this plan.

## **WAVERLEY'S PEOPLE, MOVEMENT AND PLACES PLAN**

Waverley Together 3, the Community Strategic Plan, and the Environmental Action Plan, sets out our aspirations, strategies and targets for achieving a better environment, community and economy. These include a commitment to making the streetscapes more liveable, sustainable and equitable for everyone in the community.

The Waverley's People, Movement and Places: where we go and how we get there plan, was open for public comment in May and June 2017. This plan lays out a transport vision to make our streets easier for people to move around and get to where they want to go.

The draft plan prioritises pedestrians first, followed by riding bicycles, and

using public transport. It provides recommendations to Council to improve the full range of transport options for the community. It proposes 12 Signature Projects as well as 126 short, medium and long term actions that Council can undertake between now and 2030, in partnership with the community and the state government.

Proposed actions include major improvements such as overhauling the Bondi Junction Interchange; priority bus routes along Bondi Road, Bronte Road and Old South Head Road, shared e-bikes, cycling super-highways and improvements to car parking along Bondi Beach. It also includes smaller actions, such as safe routes for walking and cycling to schools, and improved pedestrian crossings. These actions will make our streets safer and more attractive for everyone.

## BONDI ROAD CORRIDOR TRANSPORT STRATEGY

In 2016/17, Council commissioned Parsons Brinckerhoff for the preparation of the Bondi Road Corridor Transport Strategy to identify options and make recommendations on public transport between Bondi Beach and Bondi Junction. The report published in March 2017, identified a wide range of public transport options.

It recommended a staged implementation plan which responds to levels of demand supported by changes to land use over time in the following order of implementation:

- Rapid route bus corridor – incorporating bus priority improvements, such as jump starts at traffic signals, bus priority lanes and bus stop consolidation; and a major upgrade to the Bondi Junction
- Interchange to improve bus operations, pedestrian access and safety
- New corridor land use vision
- Bus Rapid Transit (BRT) or Light Rail Transit (LRT) dedicated lane where possible.

## CENTRAL DISTRICT PLAN AND 'A PLAN FOR GROWING SYDNEY' SUBMISSION

The Greater Sydney Commission's District Plans outline how the State Government will make decisions on a range of services and facilities to meet the needs of communities across Greater Sydney. The Central District Plan (CDP) is the State Government's strategic vision and

priorities for the Central District, of which Waverley Council is a part of, which is set in a framework contained in A Plan for Growing Sydney.

The CDP contains three overarching priorities: Productivity, Liveability, and Sustainability. Under each there are a number of actions. Importantly, the CDP includes the following targets for Waverley:

- Housing target to 2021: 1,250 dwellings
- Jobs target to 2036 for Bondi Junction 17,000-20,500 jobs
- Affordable housing target: 5–10 per cent of uplift sought through a rezoning.

The draft District Plan was on public exhibition until the end of March 2017. The finalisation of the draft Central District Plan and review of A Plan for Growing Sydney represents a significant milestone in planning for Sydney's future.

Council actively participates in technical working groups held by the Greater Sydney Commission to finalise and review the plans and strategic framework. We continue to advocate for critical policy matters that will have direct community benefit. Waverley Council's submission on the CDP addresses issues of strategic importance to Waverley and also Metropolitan Sydney which include protection of the B3 Commercial Core zone, substantiating the rationale behind the proposed affordable housing target, and seeking a policy position on value capture.

## NEW DESIGN EXCELLENCE PANEL

In 2016/17, the new Design Excellence Panel was established replacing the State Environmental Planning Policy (SEPP) 65 Design Review Panel. The panel will continue to provide design advice for Randwick and Waverley Councils. The new panel focusses on providing consultancy on forthcoming development projects with a view to promoting exemplary architecture and an enhanced urban city environment.

It is expected that the panel will be able to provide guidance on larger scale private and public projects compared to the previous panel.

## HERITAGE AWARD FOR INTER-WAR FACT SHEETS

In 2016/17, Council was the proud recipient of a Publications Award at the National Trust Heritage Awards. The award was won in collaboration with Weir Phillips Architects for a series of Inter-War Fact Sheets.

The Fact Sheets cover a range of topics guiding the ongoing management and care of Inter-War Residential Flat Buildings. The publication was distributed to the community at a series of Heritage Festival events this year including an Inter-War themed precinct meeting with residents of Bondi Beach. The project was a recommendation from the Inter-War Study completed in 2015 and aims to retain and restore the historical residential flat buildings found in the Waverley area.



*Bronte Pool*

## BONDI PARK UPGRADE

As the first stage of implementing the Plan of Management for the Bondi Park, Beach and Pavilion developed in 2014, the landscape to the south of the Pavilion was upgraded. This included new paths, trees, seating and lighting with new picnic shelters.

The objective of these works was to improve access through the park, provision of shade shelter and respite space for park and beach users. The project includes the upgrade of five shelters and planting of more than 100 trees as stage one works. The main pedestrian path which provides access from Campbell Parade to the pavilion was re-configured at an accessible grade to ensure easier access for all users of the park, beach and pavilion. New seating at Campbell Parade provides an opportunity for people to stop, relax or wait while enjoying the view.

In addition the north and south Bondi amenities building was upgraded and existing tunnels under Queen Elizabeth Drive were remediated.

Subsequent stages of works will include upgrades to the existing Skate Park to better meet the needs of beginner users, playground and further landscape works.

## ST THOMAS STREET UPGRADE

To improve the safety, amenity and aesthetics of St Thomas and Trafalgar Streets in Bronte, Council introduced angle parking, changes to signage and line marking, new concrete elements such as kerb blisters and improved pedestrian facilities in St Thomas Street. The project also included installation of street trees.

The design incorporated a number of pedestrian and vehicle safety measures. Landscaping and installation of street trees created an open and green space. The neighbourhood amenity significantly improved with the removal of long-term parking of boat trailers and creating a useable space. Key highlights of this project included improved safety for the uses of the pre-school, creation of open and green spaces and improved neighbourhood amenity and increased tree coverage.

## CONSERVATION MANAGEMENT PLAN FOR BONDI BEACH CULTURAL LANDSCAPE

In December 2016, a draft Bondi Beach Cultural Landscape Conservation Management Plan (Bondi Beach CMP) was prepared for the Bondi Beach area outlining policies for the ongoing and future care and management of the heritage site. The plan recommendations are based on thorough documentary and physical research, and will provide guidance in relation to changes to the fabric, uses and development.

The Bondi Beach area has heritage significance at the National, State and local levels. The draft Bondi Beach CMP, prepared by Jean Rice Architects, covers issues relating to the context of Bondi Beach, and is currently being reviewed by the Office of Environment and Heritage for preliminary comments. This will be the first Conservation Management Plan to cover the whole Bondi Beach area.

## WAVERLEY BUSINESS FORUMS

In 2016/17, four events were held:

- In April 2016, Allen Linz and Eduard Litvar the developers of Pacific Bondi shared their insights into the vision behind the Pacific Bondi Beach development from inception to completion
- In November 2016, Gilbert Rochecoste and Richard Roberts discussed opportunities for implementing a number of night-time activations featured in Council's Evening Culture and Entertainment Strategy
- In March 2017, Richard Chew, founder of Elixir Health Clubs, shared his insight on the health industry and where the industry is headed
- In June 2017, Peter Zaidan, Jane Turner and Darren Robertson shared how they have maintained success in one of Sydney's most competitive food destinations.

## URBAN POPS

The Urban Interventions project demonstrates leadership by building 'real projects' to provide a physical platform for our community and stakeholders to experience and test the principles of strategic changes for the future. These projects aim to challenge public perception by trialling temporary, fast-paced, small projects and uses the outcomes to inform future urban planning strategies and practices. They enable us to introduce art and design into the streetscape, and promote public participation in the Waverley area.

In 2016/17, the following Urban Interventions were completed:



*Waverley Business forum*

- Three Creative Streets Grants were provided to community groups who demonstrated their ideas on ways to creatively improve public spaces in Waverley.
- The Little Libraries Program was initiated. Waverley now has four little free libraries installed in public spaces throughout the local government area.
- Alice McAuliffe's colourful and engaging Concrete Carpet was installed on Campbell Parade. The artwork opening coincided with a Bike Week event, promoting active and sustainable transport. Alice also painted one of Waverley's little free libraries which can be found next to the artwork.
- Maintenance and movement of Waverley's two roaming parklets. Businesses and the community are loving the two Waverley parklets and have given Council feedback about the positive impacts the installation have on businesses and street

activity. They will both be on the move again soon.

## DESTINATION MANAGEMENT PLAN

A Destination Management Plan (DMP) was completed and is scheduled for adoption. Key objectives of the DMP are:

- To grow Waverley's share of higher yielding visitor markets: e.g. the business and MICE1(meetings, incentives, conventions, events) markets
- To assist NSW to achieve its goal of doubling overnight visitor expenditure by 2020
- To support tourism product which generates a sustainable commercial return.

## DIGITAL VISITOR EXPERIENCE GRANT

- The Department of Premier and Cabinet grant of \$160,000 for Digital Visitor Experience

was awarded for three Council projects including the Hello Bondi mobile app, Creative Lighting Strategy demonstration projects and Bondi Junction Public Wi-Fi. HelloBondi.com.au was launched this year and includes Public Wi-Fi, the Hello Bondi app and the Hello Bondi website.

## MARKS PARK AND NORTH BONDI AMENITIES

Council completed major upgrades of two coastal amenities buildings to better meet the needs of residents and visitors as well as aesthetically improved amenities buildings.

The Marks Park Amenities building and North Bondi amenities building were designed by designed by Sam Crawford Architects. The Marks Park Amenities building was awarded with an Architect Institute of Australia award in 2016. The North Bondi amenities building won the 2017 NSW Public Architecture Award.

The Marks Park Amenities upgrade include:

- Redesigned and refurbished toilets
- Extension to the existing front awning to provide increased undercover space
- Outdoor basins and benches at the front of the amenities.
- Improvements to the external façade with a timber cladding.

The North Bondi amenities building features include:

- Blackbutt and tallowwood timber vertical batons on the outside of the building, salvaged from Waverley Council's old works depot in Waterloo. The same hardwood timber was also used for the Marks Park Amenities building
- Outdoor wash basins and mirrors
- Family friendly design which enables parents of young children to keep an eye on their children in the amenities, while ensuring privacy with separate cubicles
- A roof garden to reduce reflective glare and provide a greener outlook for buildings

that overlook the amenities building

- Double the number of women's toilets from the previous design.

## PLAYGROUND REFURBISHMENTS AND UPGRADES

Over the past months, six play spaces were upgraded including Dudley Page Reserve, Murriverie Road Playground, Macpherson Park Playground, O'Donnell Street Reserve Playground, Dickson Park and Thomas Hogan Reserve.

These upgrades were prioritised based on the Play Space Strategy adopted by Council in 2014.

This strategy assists Council in understanding and addressing gaps in play provision across the Local Government Area. Playground upgrade works aim to improve the play experiences offered, and to futureproof the playground for the next 15 years. This includes the refurbishment or replacement of play equipment, the introduction of more durable materials, the inclusion of natureplay, and the provision of additional amenities for parents and carers.

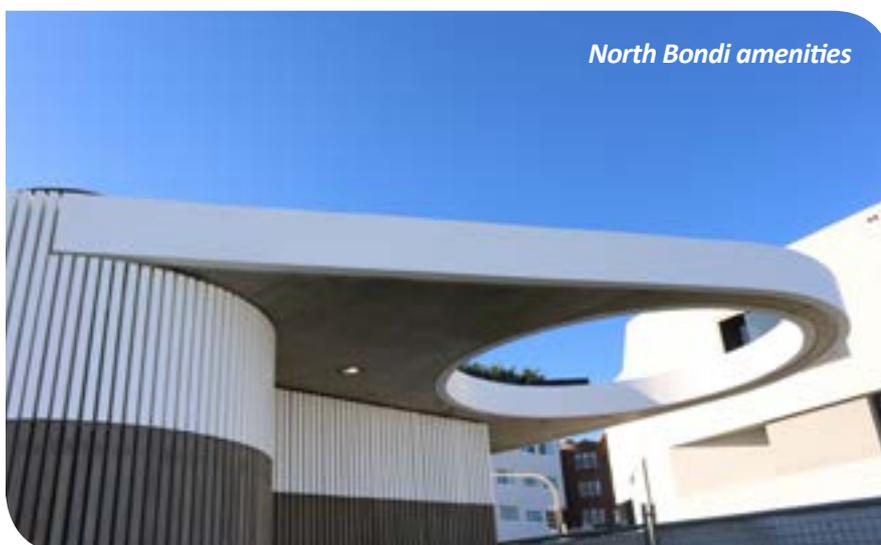
Each park is uniquely upgraded according to the needs of the playground and the goals of the Play Space Strategy. The Dudley Page Reserve refurbishment included the replacement of mulch with rubber softfall and concrete edging to define the play space. The existing rope net climbing structure, seesaw and swing set were refurbished and re-used and a new replacement slide installed.

New bins, seats, planting with stepping stones and low garden fencing were provided to improve the amenity and provide facilities for parents and carers.

The Murriverie Road Playground refurbishment involved the installation of new gates and upgraded fencing to secure the playground, upgraded amenities to support parents and carers, footpath and seat upgrades and the provision of a new bubbler. Garden beds were upgraded and included stepping stones to extend the play experience.

The Macpherson Park design was developed in consultation with the community. Works undertaken included the relocation of the playground to increase natural shade coverage, expanded grass kick around area, replacement of existing climbing and slippery dip structure, and replacement of the existing swing set with a basket swing, low fencing and planting to buffer playground users from traffic. Amenity upgrades were undertaken to support parents and carers included seats, picnic table setting and a bubbler.

O'Donnell Street Reserve, Dickson Park, and Thomas Hogan Reserve had extensive community consultation, and delivered high quality play experiences and parks for the community to enjoy.



*North Bondi amenities*

O'Donnell Street Reserve is unique with its community gardens and colourful shade structures, driven largely by the tight-knit local community.

Dickson Park has retained its hallmark embankment slide with the addition of a climbing structure, basket swing, and upgraded shelter. Dickson Park also received a new informal basketball court with a basketball and netball hoop in the upper park. Thomas Hogan Reserve Playground received a complete facelift with an extensive redesign, bringing in many new elements of play, including a distinctive nature play element.

## CAR PARK UPGRADE WORKS

In November 2016, Council began major upgrades to its Hollywood, Library and Eastgate Car Parks for \$1.64 million. The upgrades are designed to improve safety for drivers and pedestrians, and better meet the needs of the car park patrons. The Hollywood and Library car park upgrades were completed in early 2017 with Eastgate works continuing into the later part of 2017.

Major improvements include:

- Installation of Parking Guidance Systems (red and green lights indicating if spaces are occupied or vacant)
- Lighting upgrades
- Painting of interior walls, ceilings and walkways
- Installation of static speed and safety signs
- Repainting of line markings
- Lighting upgrades to energy efficient LED lights which use less electricity and lower maintenance costs due to longer life spans. Eastgate and Hollywood car parks also had sensor enabled lighting

installed to decrease usage when areas have had no activity for certain periods.

In addition to the interior works, new aluminium light boxes with LED displays are being installed at the entry to each Car Park informing motorists of the number available spaces. There is a significant improvement in the appearance and presentation of the Car Parks with positive feedback being received from Car Park users.

## CEMETERY REPAIR AND MAINTENANCE WORKS

In the past 12 months, the following works were undertaken at the Cemetery. They include:

- Roadworks to the entrance driveway and seven internal roads
- Repairs to internal stairways
- Repaired and replaced some internal fencing
- Installed a new fence on Fig Tree Lane
- Restored the Waverley Cemetery picket fence (along Trafalgar Street, Bronte)
- Renovated the Cemetery Gateway.

## WAVERLEY CEMETERY HERITAGE LISTING

In October 2016, Waverley Cemetery was listed on the State Heritage Register. Waverley Cemetery is an iconic landmark in Bronte, and serves as the final resting place for famous Australians including Poets Henry Lawson and Dorothea MacKellar, Jules Franchoise Archibald, the founder of The Bulletin, the benefactor of the Archibald Prize, the late NSW Premier Sir James Martin, Olympic gold medal swimmer Sarah 'Fanny' Durack and Australian cricket batsman Victor Trumper. The Cemetery also houses 132 war graves from World War I and II, and the particularly significant memorial for the 1798 Irish Rebellion.

## CONSERVATION MANAGEMENT PLAN FOR WAVERLEY CEMETERY

A masterplan and new Conservation Management Plan (CMP) has commenced for Waverley Cemetery following the recent State Heritage listing. A Project Control Group was established and is working closely with consultants engaged to deliver both the CMP and Land Use Masterplan.



The new CMP is expected to be completed by December 2017.

## FLOOD STUDY

In 2016/17, Council was successful in securing a grant from the Office of Environment and Heritage (OEH) to undertake a flood study of the Waverley area. OEH will provide two-thirds (\$225,333) of the cost and Waverley Council one-third (\$112,667) with the total being \$338,000.

The primary objective of the flood study is to reduce the impact of flooding and flood liability on individual owners and occupiers of flood prone property, and to reduce private and public losses resulting from floods, utilising ecologically positive methods wherever possible.

The overall project provides an understanding of, and information on flood behaviour and associated risk to inform:

- Relevant government drainage information systems such as Sydney Water trunk drainage and Council drainage systems
- Reviewing Council's map of flood prone areas and mitigate risk of flooding
- Informing the community and key stakeholders on flood risk
- Flood risk management planning for existing and future development through planning controls
- Emergency management planning for existing and future development, and strategic and development scale land-use planning to manage growth in flood risk areas. OEH will oversee, monitor and provide assistance for the duration of the flood study. The study is likely to run for a period of 18–24 months.

## BONDI JUNCTION FLOOR SPACE STUDY

Bondi Junction Commercial Centre Review (BJCCR) was completed in February 2017 and is focused particularly on commercial office development in Bondi Junction. It is envisaged that the BJCCR will also be used as a decision making tool and reference point to support Strategic Town Planning and Economic Development decisions and potentially as a catalyst for future work in Bondi Junction. Bondi Junction Floor Space Survey and Retail Business audits were also completed this year. The floor space study will be used to provide evidence in the development of research papers and submissions to the State Government.

## SERVICE REVIEW IMPLEMENTATION

Process improvements were implemented to streamline development assessments and reduce waiting times. The median DA determination time decreased to 84 days in 2016/17 as against 90.62 days in 2015-16. This is a 7% reduction.

The footpath seating process was reviewed and a new process is in place.

Other improvements include an online Eplanning portal forum which provides electronic information for planning future development.

## AFFORDABLE HOUSING PARTNERSHIPS

Council has established affordable housing partnerships with Housing NSW and SSROC. Waverley Council contributed to the preparation of the SSROC Housing and Liveability reports that was prepared as part of the SSROC Affordable Housing Working Group. Council continues

to participate in SSROC meeting on an ongoing basis and is providing expertise and inputs to the Central District Plan on housing affordability and diversity in housing options. Council also participated in two workshops for the Local Government and Housing in Australia for the 21st Century project in conjunction with the University of Technology, Sydney and the University of South Australia, Adelaide.

## O'DONNELL STREET RESERVE OPENED

The newly upgraded O'Donnell Street Reserve at North Bondi was opened to the community on 6 August 2016. The upgraded playground included rope climbing elements, a new spinner saucer, three new swings, new rubber soft-fall, three new shade sails and new shade trees with picnic tables and seating.

The play equipment includes a design featuring a horse and cart delivering fruit and vegetables, in honour of Keith Taylor, who cared for the park for many years and is a reminder of the days of horse and cart delivery in North Bondi.

Also featuring in the improved O'Donnell Street reserve are new communal herb planters to educate children about gardening, and an interactive play element to provide historical context. Council received an NSW Government grant of \$30,000 towards this project.

## BRONTE POOL RE-OPENED

In November 2016, the Bronte pool was reopened. The upgrade included the installation of a new pump, resurfacing the pool, walls, floor and steps, installing new fencing and fixing paths. The upgrade and improvements were needed as a

result of the damage to the pool and equipment by the east coast storms in June 2016. Due to the age of the infrastructure, the upgrade was complex and required careful consideration to ensure long term future use. Throughout this process, Council has ensured swimming clubs, residents and all relevant stakeholders were informed of progress.

### COASTAL WALK REOPENED

The coastal walk between Bondi and Bronte was reopened in September 2016 to the public

following the closure in June 2016 when it was severely damaged by the east coast storm.

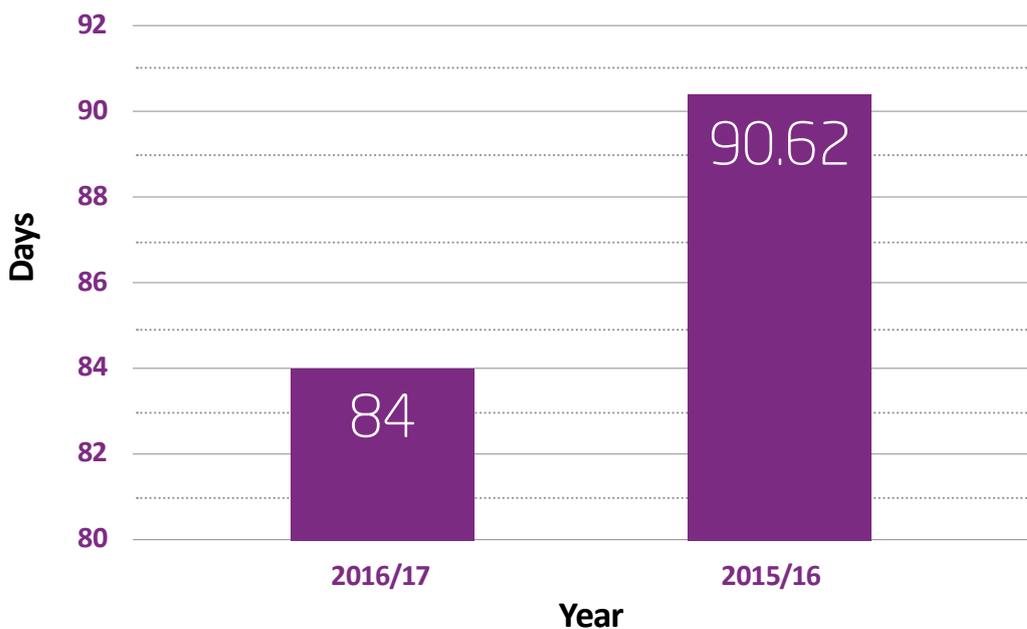
### WAVERLEY DEVELOPMENT ASSESSMENT PANEL EXPANSION

The Waverley Development Assessment Panel has been expanded to include eight new panel members. The panel pool is now capable of accommodating two panel meetings per month.

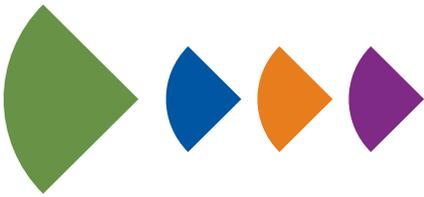
# 85%

of capital works and operational projects delivered on time and on budget

### Median DA determination time



The median DA determination time reduced to 84 days in 2016-17 as against 90.62 days in 2015-16. This is a reduction of 7%.



# SUSTAINABLE ENVIRONMENT

This quadrant in the Delivery Program refers to those plans, policies and initiatives that improve environmental sustainability. For example, strategies that seek to promote recycling and reuse in the community, actions that maintain and enhance wildlife corridors and those that encourage water and energy saving by the community. It represents the 'environmental' component of the quadruple bottom line.

## BUSHLAND MANAGEMENT

The Bronte Ecological Restoration Action Plan, the Tamarama Ecological Restoration Framework and Action Plan and the Biodiversity Action Plan - Remnant Sites are currently being implemented.

Waverley Council undertook a major planting of native buffers adjacent to our remnant bushland, in August 2016. The program will reduce weed incursions, increase habitat and increase plant diversity. The impact of the works will be measured at a later stage, however significant visual improvements have been achieved. The works will increase the area of native bushland in Waverley. Weed density is less than 25 percent within all remnants and buffer plantings.

The council has undertaken significant work on the endangered ecological community (EEC) of Eastern Suburbs Banksia Scrub in partnership with Moriah College and Centennial Parklands who manage their sites. There has been improvement across all of the sites. Waverley Council has created a vegetation buffer on the western side of York Road. Council and Centennial Parklands worked in partnership to improve the very poor condition of the Queens Park site to assist in reducing its continual decline. Major native plantings were also completed at Clarke Reserve to extend and widen the coastal habitat corridor.

Tamarama remnant bushland has significantly improved in species diversity, with nine additional plant species recorded when compared to 2010. Hugh Bamford and Eastern Reserve are two larger sites where

good condition remnant vegetation exists. In consultation with local residents, Waverley Council will work to improve these remnants and investigate ways to implement ecological burns and expand areas of good and fair condition vegetation in these locations.

Foxes continue to be sighted throughout the LGA in Bronte and Tamarama. Fox control works were completed in summer. Foxes in both locations are difficult to control due to inaccessible den location. Council will continue to monitor, create access and when possible undertake control.

## SOLUTIONS TO REDUCE GREENHOUSE GAS EMISSIONS, WATER CONSUMPTION, AND IMPROVE STORMWATER QUALITY

The Green Infrastructure Master Plan was endorsed by Waverley Council in June 2017. The plan aims to create a sustainable future for Bondi Junction and demonstrate environmental excellence for the next 15 years. The objectives of the master plan are to identify and recommend low carbon, energy efficient, sustainable water and waste management solutions for existing and new buildings as well as the streetscape in Bondi Junction.

Five new and expanded solar systems were installed in 2016 at Margaret Whitlam Recreation Centre, Tamarama Kiosk, Mill Hill Early Education Centre, Waverley Library and Marks Park amenities building. These new systems will produce 164,000kwh of electricity each year and help reduce our greenhouse gas emissions by 160 tonnes of CO<sub>2</sub> which is the

equivalent of taking 38 cars off the road. Waverley Council's total solar portfolio now generates 353,000kwh of clean electricity each year which is equivalent to the power usage of 42 homes in NSW.

Waverley Park sports fields and Bondi Park now utilise energy efficient LED lights. Further energy efficiency upgrades of our facilities were implemented including lighting, hot water boilers, appliance timers and air conditioning efficiencies. Green power from renewable energy sources is also purchased for one quarter of electricity use for our top 5 energy using assets. This amounts to the equivalent of 760 tonnes of greenhouse gas emissions each year.

Work has commenced on energy efficient street lighting upgrades to reach environmental targets in reducing carbon dioxide levels, reduce the cost of Council's street lighting electricity bill and improve light quality. Council is partnering with Ausgrid to replace these lights with efficient LED lighting. As a result of this project, Council's electricity bill will reduce by an estimated \$52,000 per year, and greenhouse gas emissions will be reduced by 200 tonnes each year.

## WATER TREATMENT AND SUPPLY INFRASTRUCTURE MAINTENANCE

Waverley Council's preventative real-time water leak detection hardware network across 40 Council sites will send alerts to Facility Managers and Park Managers. This program has the potential to reduce mains water use and costs by up to 15 per cent. This smart city solution will also enable low cost intelligent connectivity for additional

monitoring, measurement and efficiency applications.

Council's stormwater and groundwater reuse pumps are now on a scheduled maintenance contract. Supporting rainwater pump maintenance initiatives are now in place to ensure efficient operations for Council's water treatment and storage infrastructure.

Geotechnical investigations were completed and design is well underway for groundwater and rainwater storage capacity and systems upgrade at Waverley Oval and Margaret Whitlam Recreation Centre. This will provide a combined total of 5.3 mega litres (ML) of recycled water each year for irrigation and toilet flushing each year, significantly reducing Waverley Council's mains water use.

## SECOND NATURE-EMPLOYEE ENGAGEMENT

The Second Nature program for employees was launched early 2016 with a successful activation event – 'Second Nature Crash Course'. More than 100 staff participated in fun and educational activities based around our targets and Second Nature messaging. The event received overwhelmingly positive feedback. The Second Nature employee engagement program takes a three-pronged approach to ensure sustained staff engagement:

- A comprehensive communications element, designed to raise staff awareness and ownership of our environmental targets and to communicate simple tools, behaviour prompts and resources;

- Targeted, evidence-based behaviour change programs with specific staff groups based on the data obtained by our technical environmental staff and have included focus areas such as minimising organic waste generation and streamlining the use of water saving software; and
- Embedding sustainability at an organisational level by working with senior leadership teams to achieve policy changes and establish department-specific objectives.

As part of the social research, employee focus groups and surveys were organised to investigate staff understanding of Council's environmental plan, organisational targets, and how important a sustainable Council was to them in employment. This specifically helped to inform an employee engagement and behaviour change program for achieving Council targets. Here are a few achievements from 2016/17 initiatives:

- Installation of more recycling and composting bins, purchase of sustainability related

books, optimising use of air conditioners and using energy efficient servers

- Resources and training sessions are underway to deliver more sustainable events
- Training on 'Building a Sustainable Organisation' was delivered at the end of May 2017. The session provided participants with an opportunity to use innovative thinking and skills to work collaboratively to create a more sustainable organisation. Feedback was extremely positive with 100 per cent of respondents rating the training as very good or excellent.
- Eight new recycling bins were installed at Bondi Pavilion. The bins are placed in strategic areas such as the bar, theatre, and rooms for hire. Resources to help community members correctly recycle are currently being developed.
- Research was undertaken on best practice on how to embed sustainability into organisations.
- Targeted waste review was conducted in nine council-



*Second Nature event*

owned buildings. The review aimed at providing with detailed information on how Council is currently performing in terms of waste-related practices including waste generation, avoidance and recycling. Further initiatives and targeted internal engagement program to avoid waste and increase resource recovery will be developed in partnership with staff from different divisions.

## ADVANCED WASTE TREATMENT CONTRACT

In 2016, Council entered a contract agreement developed by Southern Sydney Regional Organisation of Councils (SSROC) for the provision of Advanced Waste Treatment services for the general waste stream generated by the Waverley community. From mid-2017, general waste from Waverley will be processed via an Advanced Waste Treatment (AWT) system upon completion of its construction.

This system processes general waste in a closed system under high heat and pressure and creates a compost/soil conditioner product with minimal residual waste. The compost/soil conditioner can be applied to various agricultural crops whilst the much reduced residual waste tonnage goes to landfill. Presently Council has a 33 per cent diversion rate overall. However, once waste goes through the AWT, the recovery rate will increase to 65 per cent. The construction of the AWT is expected to be completed mid 2017.

## SOLAR BIN INFRASTRUCTURE

Solar compactor bins are a new wave of 'smart' technology in a rubbish or recycling bin. They

use solar power to compact the waste within them, and they use Wi-Fi to communicate when the bin is full and ready for collection. These 'smart' bins use solar power to squash waste and recycling, allowing them to hold up to five times the amount of waste as a normal bin.

Council has installed new red and yellow solar compactor bins. Since January 2017, 42 individual solar compactor bins were installed at Bondi Beach and Bondi Junction. Twenty four dual stations are deployed within the Local Government Area (LGA) along Campbell Drive, in Bondi Park, Bondi Junction and at each foot ramp to Bondi Beach. This deployment is the second largest for an Australian Council to date. Solar bins are part of the Sustainable Waste Strategy to tackle litter and keep Bondi beautiful, particularly in summer when there is an influx of visitors through Bondi Junction transport hubs and at Bondi Beach.

Solar bins create better amenities for the community with the following features:

- An internal compactor that squashes the rubbish, so that the bin can hold up to eight times the volume of common street litter bins or five times the volume of the average 120-litre wheelie bin
- There are fewer bins required as a result of waste compaction
- Solar panels power the compactor with renewable energy
- Built-in sensors and Wi-Fi allows the bin to send an email and text when the bin is near full (60 per cent) and ready for

collection (90 per cent)

- Staff can view real time bin fill levels to efficiently manage collection
- They are proven to reduce street bin collections by 80 per cent, which means less transport emissions
- Air-freshener deodorises bins
- Clear signage is integral to bin design
- Overall improved experience in very busy locations.

## THREE COUNCIL REGIONAL ENVIRONMENT PROGRAM

In 2016/17, Randwick City, Waverley and Woollahra Municipal Councils worked in partnership with the community to reduce community-wide greenhouse gas emissions. One of the hall mark projects, Solar My School, is a new program helping schools make the switch to solar by providing free independent expert advice and support. Already 27 schools from across the Eastern Suburbs, including primary to high schools have signed up to the program and are keen to start harvesting their own solar power. With the projected growth in Electric Vehicles (EVs) over the next 5 years, the three councils are planning to install EV Charging Stations at major centres and transport hubs around the Eastern Suburbs. The EV Charging Station network will be the first of its kind in NSW – located in the public domain, where users pay a fee to recharge their cars.

## CLARKE RESERVE REVEGETATION

This year, around 2000 plants were planted and three truckloads

of mulch were installed in Clarke Reserve as part of our remnant buffer and habitat connectivity. Plants installed are local indigenous species, with low-growing coastal heath plants along the fence line and a few shrubs at the northern end below the embankment. The planting design will ensure the great ocean views from this reserve will not be impacted. Species planted include Heath Myrtle *Baeckea imbricata*, Heath Banksia *Banksia ericifolia*, Dog Rose *Bauera rubioides*, Pigface *Carpobrotus glaucescens*, Common Correa *Correa reflexa*, Flax Lily *Dianella caerulea*, Common Rush *Juncus usitatus*, Mat Rush *Lomandra longifolia*, Fan Flower *Scaevola calendulacea* and Coastal Rosemary *Westringia fruticosa*.

These plantings, in conjunction with bush regeneration works in the Reserve, will assist in suppressing weeds and allow remnant plants in this area to regenerate naturally. The plantings will also improve biodiversity corridor connectivity through this Reserve.

### GARAGE SALE TRAIL

Council organises a garage sale trail every year. In 2016/17, the annual Garage Sale Trail was held in October 2016. Approximately 3,926 people participated in the event. There were 580 stalls with 62 per cent of sales of household items. A total of 15,325 items were listed for the event and 20 per cent of items were sold.

### E-WASTE EVENTS

E-waste events are organised twice a year in partnership with Woollahra Municipal Council. In 2016/17, the first event was hosted by Waverley Council and was held

in November 2016 at Council's Alexandria facility. More than 500 people attended, and almost 20,000 kilograms of electronic waste was collected for recycling.

The second event was held in May 2017 at Lyne Park, and it was hosted by Woollahra Municipal Council. Between 2012 and 2017, around 229,336 kilograms of electronic waste was collected.

### SUSTAINABILITY BY THE SEA

In 2016/17, a Sustainability by the Sea event was delivered in March 2017. This workshop was attended by 30 sustainability experts and environment professionals from multiple sectors. The event was a great opportunity for people to explore potential initiatives to make Waverley a more sustainable area. The event was very successful in recruiting people to help with existing initiatives such as Blue Bondi Green.

### TAMARAMA ECOLOGICAL RESTORATION FRAMEWORK AND ACTION PLAN (ERFAP)

Council made significant progress in the delivery of this project over the past two years as large areas of weeds were removed and native vegetation was established around the waterfall, Carlisle Street steps and northern slope. In 2016/17, Council investigated potential pathway options to the Upper Waterfall area. This analysis included a study of contamination in the area and a risk assessment of the geotechnical stability of the site. As further weeds are removed (mainly budleja) it is anticipated that additional historic pathways will be uncovered which may be able to be used to create access, most probably through a national parks style track.

### COMMUNITY RECYCLING CENTRE

In 2016, Waverley, Woollahra Municipal and Randwick City Councils received a \$10,000 grant from the Environment Protection Authority to further advertise and promote the community recycling centre located in Matraville to our communities. The promotion involved a letter box drop to our community to advertise a tour of the centre and a free barebeque, which was held on 4 June. Approximately 100 people attended





*Tamarama Picnic*

the event and many questions about problem wastes were addressed at the meeting.

## LITTER PREVENTION PROGRAMS

Every year, Council conducts a litter audit on the sand at Bondi Beach and Bondi Junction to work out how much and what kinds of litter is being left behind. In 2017, this audit was extended to Bronte and Tamarama.

The results indicated that:

- The most littered beach was Bondi, followed by Bronte then Tamarama.
- All beaches had the highest litter counts at the beach walls and the lowest litter counts at the foreshore.
- The centre of the beach (between beach wall and foreshore) had the second most littered hotspots.
- Bondi and Bronte beaches had more litter on the weekends, whereas Tamarama beach had more litter on weekdays.
- All beaches had the same trend in terms of litter items found. Where cigarette butts or smoking items were the highest

followed by plastic related items.

In 2016, cigarette butts and old chewing gum were the top littered items, however, the largest litter item by volume was takeaway packaging litter. This trend prompted additional EPA litter audits to be conducted in early 2017 at a number of hotspots in the Bondi area, including:

- The middle section of Bondi Beach
- South Campbell Parade bus stop (opposite Noah's backpackers)
- The ramp access/egress off Oxford Street Mall
- The Grafton Street Bus Stop

As a result of the litter checks and additional behaviour surveys, key challenges to tackle this litter type emerged, which included:

- People are littering take-away packaging while they are in transit, being near the bus/train interchange
- People at the beach leave litter on the sand rather than walk it to the nearest bin
- People are discouraged from using the bins nearby as they perceive them to be 'overfull' or dirty

- People are more likely to litter in areas that are unclean and not maintained
- The hotspots in general have a feeling that they are not 'watched'
- Visitors/tourists, commuters, broad range of ages, and various ethnicities represented a large portion of demographics of those who litter.

Initiatives undertaken include:

- Infrastructure: improved infrastructure through installation of Big Belly Solar Bins/improved wrapped bins and Enviropoles at all sites.
- Education and Awareness: media promotion, posters and videos in the community, which included high profile videos such as 'Bin it so you don't swim in it' filmed with our lifeguards and Hey Tosser signage, floor decals and Working with businesses to highlight sustainable packaging.
- Enforcement: ranger training and daily enforcement by rangers.
- Evaluation and Monitoring: ongoing beach litter checks, monitoring and evaluation plan.

This year, Council installed cigarette butt bins called Enviropoles at litter hot spot locations. The cigarette butts collected in the Enviropoles will be recycled into park benches and other plastic infrastructure by Terracycle.

### ENERGY EFFICIENCY INITIATIVES

Council is upgrading 760 street lights with more efficient lighting to reach environmental targets in reducing carbon dioxide levels, reduce the cost of Council’s street lighting electricity bill and improve light quality. Council is working in partnership with Ausgrid to replace these lights with efficient LED lighting. The new LED’s use just 17 watts compared to the current lights which can use up to 95 watts. This will save \$52,000 per year in electricity costs and help the environment with a potential saving of 200 tonnes of carbon dioxide each year.

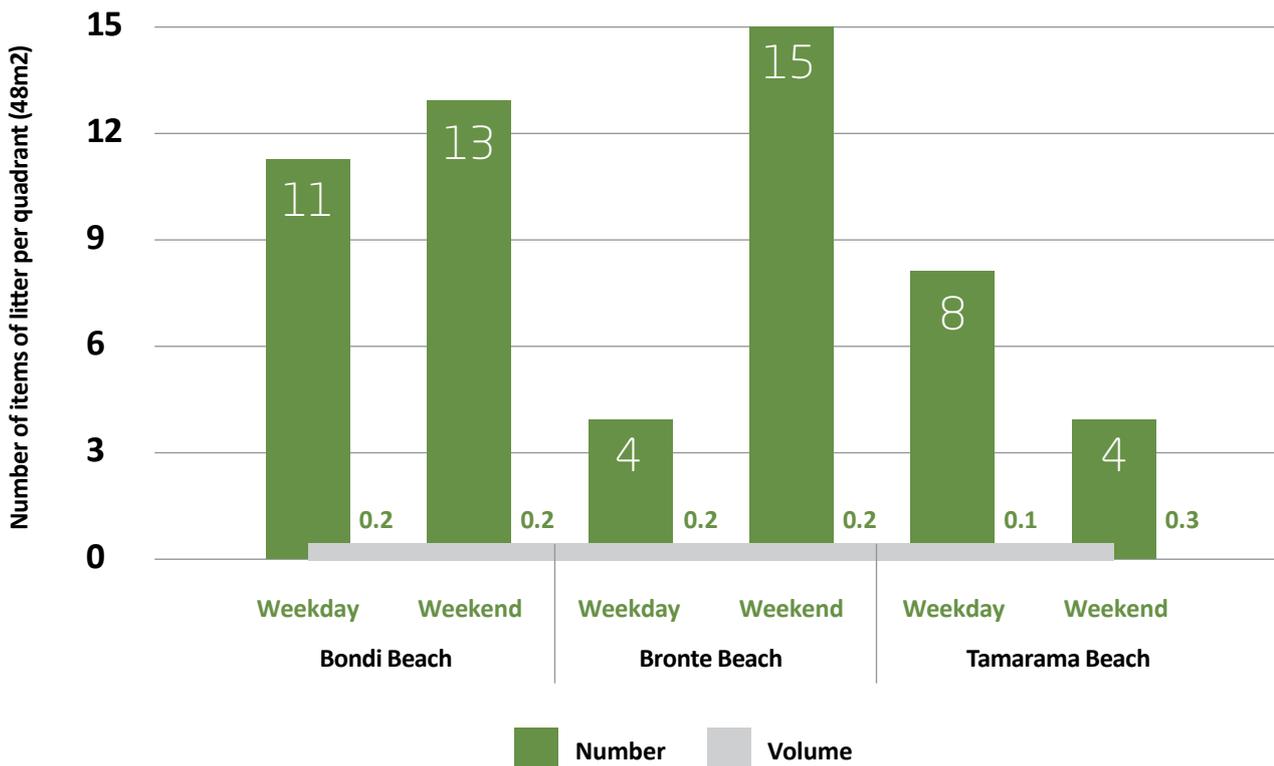
Energy efficiency upgrades of Council facilities and park lighting completed in 2014 which saved Council \$173,000 each year in electricity costs. Energy efficient lighting, hot water boilers, appliance timers and air conditioning efficiencies were implemented.

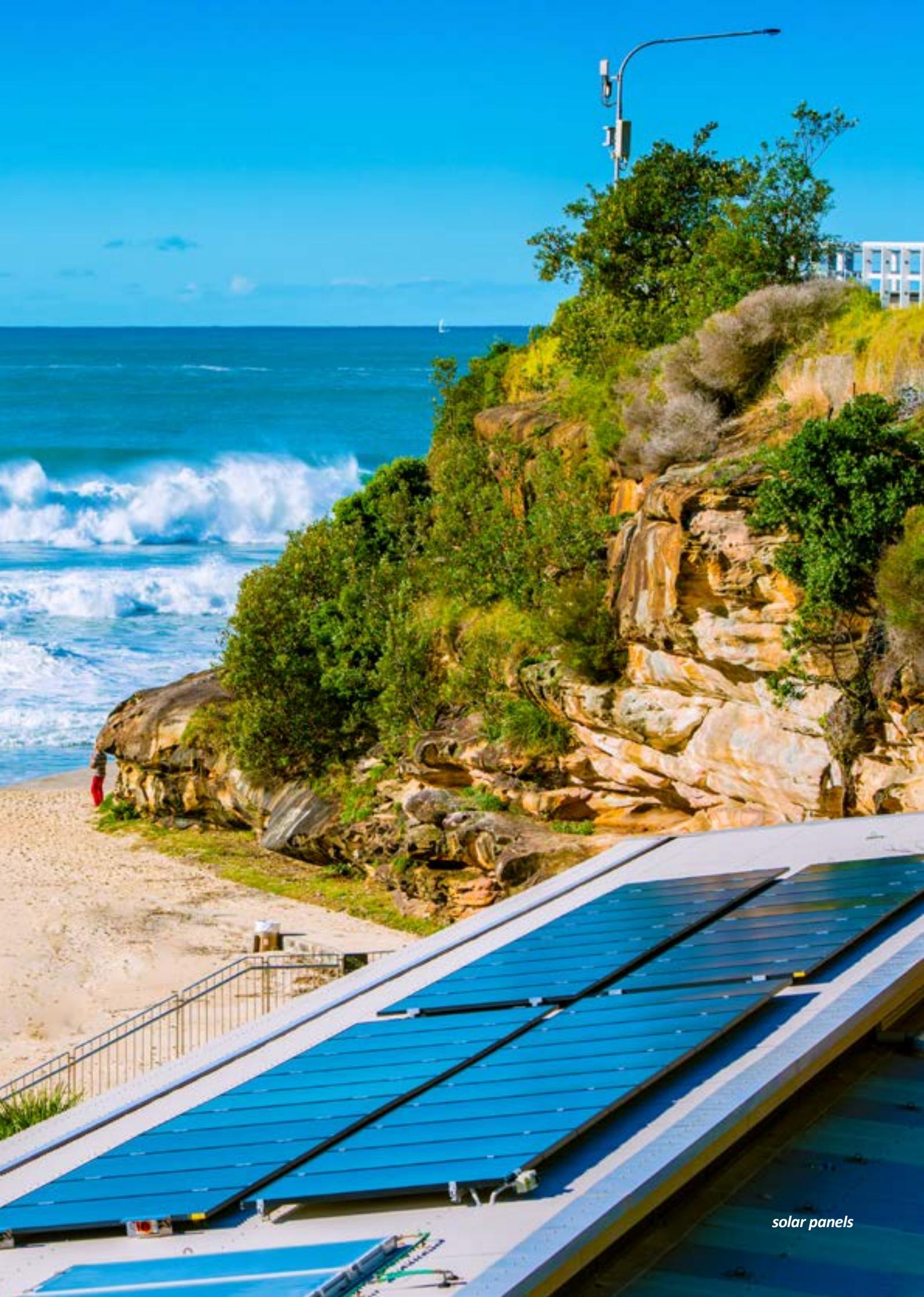
Work commenced in 2016/17 to implement cutting-edge energy efficiency technologies as well as operation and maintenance improvements identified in audits of top energy using facilities. Heating ventilation and air conditioning start/stop times and economy settings were altered at various sites and work has commenced to install energy efficiency lighting emitting diode (LED) lighting, sensors and timers as well as building management control system upgrades across

eight sites saving a further \$71,000 each year in electricity costs. The eight sites include:

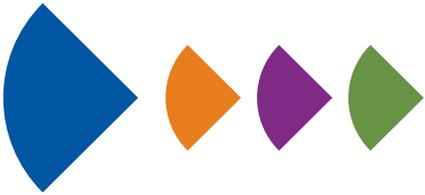
- Alexandria Integrated Facility,
- Chambers, Library, Mill Hill,
- Customer Service Centre,
- Margaret Whitlam Recreation Centre,
- Hollywood carpark,
- Eastgate carpark and Waverley Early Education Centre.

### Average Litter Counts





*solar panels*



# SUSTAINABLE GOVERNANCE

Our Sustainable Governance directions, strategies and deliverables aid in the efficiency, transparency and accountability of Council operations. They ensure we're governed well – codes of conduct for staff and councillors, financial, asset and information management, risk and safety, organisational development, procurement policies, customer service charters, community engagement and integrated planning.

This section represents the governance component of the quadruple bottom line.

## PUBLIC WI- FI

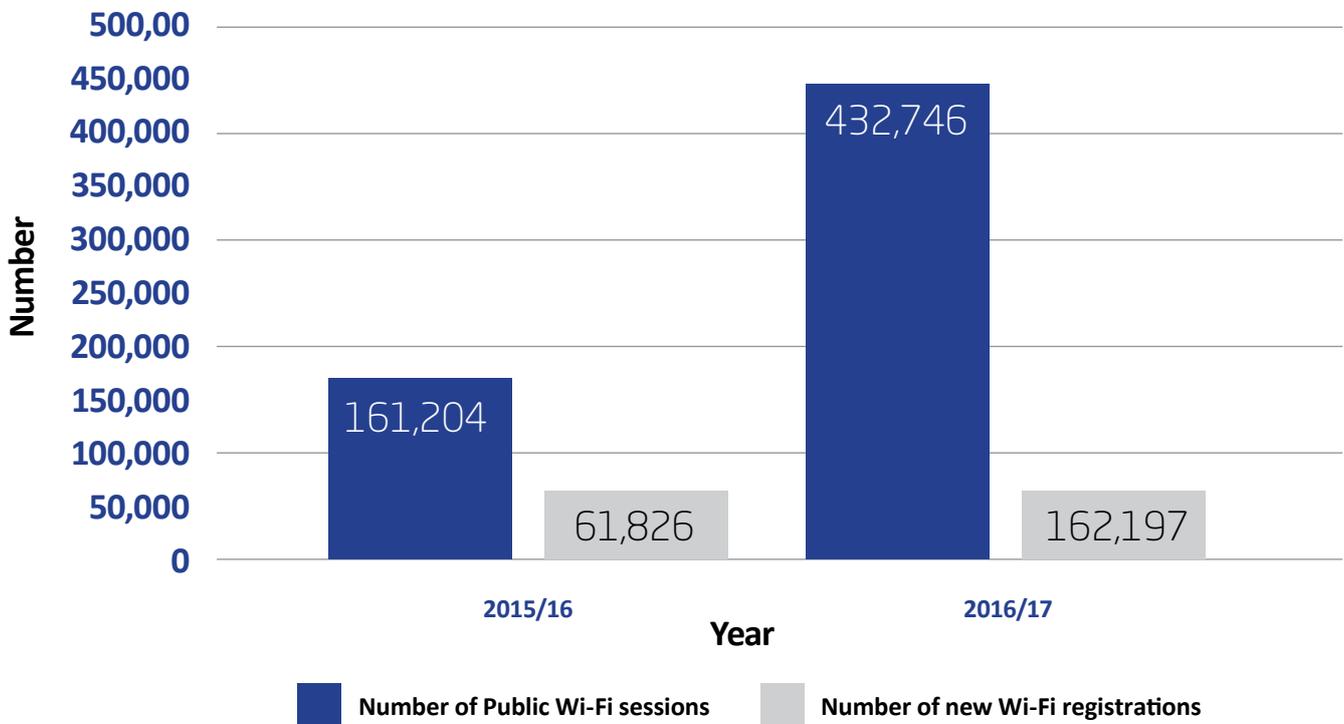
In 2016/17 the Public Wi-Fi grew further with Bondi Junction, Bondi Beach, Tamarama Beach, Bronte Beach, and Waverley Park all having free Wi-Fi available. During this period there have been over 216,000 individuals who have used the service a total of 575,000 times, with the average user using

W-Fi for 57 minutes. The public Wi-Fi network also provides Council with information to better understand the visitor behaviour at each location. For example, the busiest day to visit Bondi Beach is a Sunday with an average of 37,837 visitors, while the busiest day for Waverley Park is a Tuesday with an average of 1,415 visitors.

The new public Wi-Fi service will use approximately 27,000kWh of energy per year. Council will offset this increase in energy use through the newly installed solar panels on five Council buildings.

Based on predicted energy usage, the new solar panels will offset six times the amount of energy that Waverley Wi-Fi would utilise.

## Public Wifi Statistics



## DEVELOPMENT ENQUIRER

Council expanded its ePlanning/online planning services by providing the community with a property-based enquiry online application process. This process is part of the planning scheme called 'Development Enquirer'. This project addresses NSW planning reforms to improve service delivery and performance across the planning system. This ePlanning/online planning scheme has:

- Streamlined the planning process, by tailoring the information an applicant must consider for a particular site/development type before submitting a development application
- Improved customer service and efficiency, by using innovation and technology to deliver a better planning process. This tool will allow property owners, and those interested in preparing and assessing

development applications, to understand what controls may apply to land and specific types of development/s. It will also assist in making the Local Environment Plan and Development Control Plan more accessible to users.

## FINANCIAL INVESTMENTS IN NON-COAL AND CARBON ALTERNATIVES

In 2016/17, Council made a resolution to invest in non-coal and carbon

alternatives where equal or better returns are offered for investments. Currently, 55 per cent of Council's portfolio is invested into non-fossil fuel lending Authorised Deposit-taking Institutions (ADIs). Council's investment policy was reviewed and amended in June 2017 to include an investment and risk management framework limiting Council's direct and indirect investment in fossil fuels, and placing Waverley Council in line with global best practice investment policy.

## SIGNIFICANT FLEET REPLACEMENTS

In 2016/17, Council replaced and purchased some major fleet items which would lead to maintenance costs savings and operation efficiencies in delivering services to the community. The replacements and purchases includes:

- Eight new garbage trucks to improve the existing fleet standards and ensure cleaner, cheaper and more efficient service delivery. The new trucks are quieter than the existing fleet, with greater load capacity and require less energy to operate.

This development is in line with ratepayers' expectations of effective, modern and clean delivery of essential services.

- A new beach tractor to ensure that Waverley's internationally renowned beaches are cleaner and more aesthetically-pleasing to both ratepayers and visitors.

Our beaches are the centrepiece of Waverley's unmatched natural splendours, and this acquisition will help us keep our beaches in their most pristine state. Three new street sweepers to help ensure that streets are kept clean, storm-water drains are clear and waterways remain unpolluted. The new sweepers are a vast improvement on the current fleet and will absorb more refuse, function quietly and are safer to operate. This constitutes a great success for Council and for the ratepayers.

## CUSTOMER SERVICE IMPROVEMENTS

Waverley Council completed a 12 month trial of the Customer Service Centre Concierge and extended hours. The Concierge and extended hours service received a positive response from the community

and has been extended until April 2018. Of the customers surveyed in January 2017, 97 per cent agreed that a concierge service improves customer experience.

In 2016/17, the Customer Service Centre front counter received 45,222 visitors, an average of 3,578 each month. This is a 14% increase from 2015/16 when 39,709 customers visited the Customer Service Centre. The top five reasons that customers visited our centre was to:

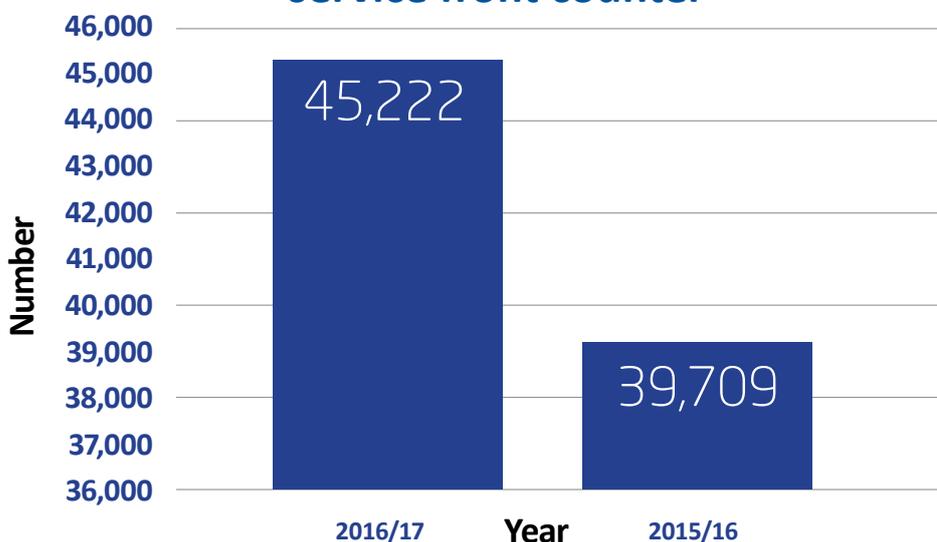
1. Purchase a Residential Parking Permit
2. Purchase a Beach Parking Permit
3. Lodge a planning application or make a planning enquiry
4. Request a Service
5. Make a rates payment

In 2016/17 the Customer Service Centre processed over 18,000 Residential and Beach Parking Permits and handled over 10,000 planning enquiries.

## COMMUNICATIONS AND ENGAGEMENT

This year there was an increased emphasis on community engagement planning as part of projects. Major projects involve a comprehensive community engagement plan. All projects also include communications planning, including risk assessment and management. Accredited training by the International Association of Public Participation (IAP2) was conducted for 25 staff to broaden and embed engagement strategies across the organisation. Several key projects were also rolled out including communications campaigns for Councils major events. A new staff intranet was also rolled out that has facilitated improved team and cross team communication.

### Number of visitors to customer service front counter



## PERFORMANCE MANAGEMENT CULTURE

Mandatory sub program (Department level) plans and individual work plans for staff were introduced as part of the Integrated Planning and Reporting process to ensure staff accountability. In addition, the TREC into Learning Program was rolled out and a comprehensive list of all identified learning needs for the leadership team is in place. A leadership development workshop was held in June 2017 and a Leadership Development Framework is targeted for development.

Substantial improvements were made to the skills and performance assessments (SAPA) process. A

new SAPA form incorporating the TREC values was prepared in consultation with staff. Awareness and eriodic follow ups on assessment requirements have reduced overdue assessments to 10 percent.

## STAFF AWARDS

Council relaunched the staff awards in 2016/17 to recognise and reward employee performance.

Awards were based on eight new categories around the organisational values launched in 2014. These include:

- Excellence in working Together
- Excellence in being Responsible,

accountable and safe

- Excellence in Engaging the community and provide great customer service
- Excellence in being Creative and innovative
- Excellence in Team TREC (team based category)
- Excellence in Leadership
- Excellence in working Sustainably
- Champion of our TREC Values

129 staff nominations were received. Thirteen staff members and four team received awards.



*Staff awards*

## RISK AND SAFETY INITIATIVES

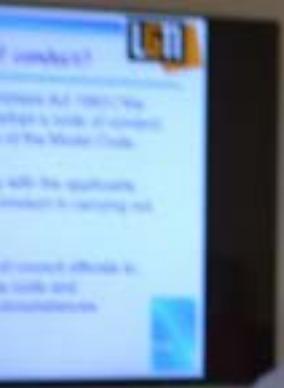
- Health and well-being initiatives saw a significant increase in staff participation
- 100% of the planned programs were delivered
- An Organisation Wide Risk register was created and Risk

review was completed for three business areas

- No retrofits or additional expenditures for hazard/safety improvements were identified this financial year
- More than 30% reduction in motorcycle claims achieved.

## PROJECT MANAGEMENT

In 2016/17, 85 per cent of Capital Works and Operational projects were delivered on time and on budget. Project delivery measures show increased incremental performance improvement. Widespread training was undertaken this year with a total of 45 staff members attending





*TREC into learning program*

the PRINCE2 accredited course. Waverley Council uses the PRINCE2 framework for project management. More work is being undertaken on identifying training needs as part of the TREC into Learning program.

## TREC INTO LEARNING PROGRAM

In 2016-17, 300 hours of training was delivered to staff with the initial priority upon compliance or safety related programs, with an average positive participant satisfaction rate of 85 per cent. Some of the learning and development initiatives include:

- Revised the Bullying and Harassment guidelines into a more contemporary language promoting a Respectful Workplace and trained staff across the organisation
- Continued to promote good governance and ran Code of Conduct refresher training to more than 530 staff with a participation rate of over 90 per cent
- Upgraded learning infrastructure including adoption of a new Learning Management System to achieve

improved productivity and cost efficiencies

- Developed and launched a new Studies Assistance Program to build staff capability to help support of community deliverables
- Piloted a new interactive workshop –Building a Sustainable Waverley

## ONLINE TRANSACTIONS

In 2016/17, there was a reduction in the number of manually issued certificates:

- 3059 eCertificates were issued
- 120 Development Assessment referrals were processed for street numbering per year
- 95% of street numbering referrals were processed within 14 days

## POLICY REGISTER

An updated policy register was published on the council website and intranet in December 2016. The next phase of this project is to prepare a program of policies for review.

## INFOCOUNCIL LAUNCH

In 2016/17, Council launched InfoCouncil, a software for the creation, publication and storage of Council agendas and minutes. InfoCouncil integration makes it easy to publish and distribute Business Papers to mobile and non-mobile devices. The roll out of the software was inclusive of core user training to familiarise users on the scope and usage attributes of the system. These trained users have acted as system champions in their respective work areas.

The introduction of InfoCouncil has transformed the process of agenda and minutes compilation and publishing at Waverley. With customised templates and record management integration, the overall processes and work efficiency improved significantly.

## **CORPORATE INTRANET, THE ORACLE**

Launched in 2016, the new staff intranet has provided an avenue to encourage cross-team collaboration, and a fast and robust way of delivering corporate information. The launch was the result of 18 months of testing, staff involvement and user-experience analysis, to ensure we delivered a system that staff would be able to use productively. .

## **FINANCIAL SYSTEM REVIEWS AND UPGRADES**

The review and integration of financial systems has resulted in reduced turnaround time on up to date data accessibility through system interfaces. There has also been a reduction in input and coding errors with reduced manual intervention. Periodic systems reviews were undertaken and completed for multiple systems including Pathway and TechOne. Work is underway on an assessment of upgrade and IT infrastructure requirements. Online migration will be completed once the assessment is finalised.



# Part 03

MEETING OUR  
STATUTORY  
REQUIREMENTS

# AMOUNT OF RATES AND CHARGES WRITTEN OFF DURING THE YEAR 2016/17

The following rates and charges were written off during the year:

Assessment number	Ratepayer	Property Address	Particulars	Rates(\$)	Waste Charges (\$)	Extra (\$) Charges (\$)	Total(\$)
32729	Waverley Council	32-48 Denison Street, Bondi Junction	Rates for current financial year as per Council resolution 7 October, 2008	99,267.26	-	-	99,267.26
Various	Various	Various	Postponed 2011-12 rates and interest charges written off	1,795.68	-	943.86	2,739.54
			<b>Sub Totals:</b>	101,062.94	-	943.86	102,006.80
Various	Various	Various	Pension Rebate Government Abandonment under Section 575	336,440.51	186,565.71		523,006.22
Various	Various	Various	Pension Rebate Council Abandonment under Section 582	103,504.75	-		103,504.75
			<b>Sub Totals:</b>	439,945.26	186,565.71	-	626,510.97
			<b>Grand Totals:</b>	541,008.20	186,565.71	943.86	728,517.77

# MAYORAL AND COUNCILLOR FEES, EXPENSES AND FACILITIES

Mayoral and Councillor Fees and Expenses	Amount(\$)
Mayoral Fees	41,090
Councillor Fees	226,080
Miscellaneous Expenses	192,242
Office Equipment and Maintenance	25,287
Telephone Calls(Mobile and Landline)	27,480
Conference and Seminars	13,190
Interstate Visits	0
Overseas Visits	0
Spouse Expenses	0
Provision for Childcare	0

# GENERAL MANAGER AND SENIOR STAFF REMUNERATION

In 2016/17, Council employed four senior staff as identified under the Local Government Act. The four staff included the General Manager and three Directors. (Please note as at 30 June 2017, the positions of General Manager and two Director's positions were filled under acting arrangements.)

Position	Total remuneration including all benefits (\$)
General Manager	336,337
Senior Staff (3 Directors)	772,381
Total	1,107,718

## The remuneration includes:

- I. The total value of the salary component of their packages
- II. The total amount of any bonus payments, performance payments or other payments made that do not form part of the salary component of their packages
- III. The total amount payable by the Council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which any of them may be a contributor
- IV. The total value of any non-cash benefits for which any of them may elect under the package
- V. The total amount payable by the Council by way of fringe benefits tax for any such non-cash benefits"

# REPORT ON INFRASTRUCTURE ASSETS

\$'000 Asset Category	Estimated cost to bring assets to satisfactory standard	Estimated cost to bring to the agreed level of service set by Council	2016/17 Required maintenance <sup>a</sup>	2016/17 Actual mainte- nance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a % of gross replacement cost					
							1	2	3	4	5	
<b>BUILDINGS</b>												
Council Offices / Administration Centres	-	-	479	463	12,999	24,293	0%	28%	69%	3%	0%	
Council Works Depot	-	-	665	689	9,623	10,884	99%	0%	1%	0%	0%	
Council Public Halls	682	682	58	38	25,784	66,217	26%	0%	70%	4%	0%	
Libraries	-	-	545	384	24,016	36,207	0%	100%	0%	0%	0%	
Cultural Facilities	-	-	639	710	14,331	21,086	82%	0%	17%	1%	0%	
Other Buildings	120	120	2,492	2,465	53,162	77,799	11%	64%	23%	2%	0%	
Specialised Buildings	500	500	735	525	5,135	6,790	82%	7%	11%	0%	0%	
<b>Sub total</b>	<b>1,302</b>	<b>1,302</b>	<b>5,613</b>	<b>5,274</b>	<b>145,050</b>	<b>243,276</b>	<b>24.4%</b>	<b>38.3%</b>	<b>35.1%</b>	<b>2.1%</b>	<b>0.0%</b>	
<b>OTHER STRUCTURES</b>												
Other structures	-	-	217	162	15,587	25,402	55%	19%	19%	7%	0%	
<b>Sub total</b>	<b>-</b>	<b>-</b>	<b>217</b>	<b>162</b>	<b>15,587</b>	<b>25,402</b>	<b>55.0%</b>	<b>19.0%</b>	<b>19.0%</b>	<b>7.0%</b>	<b>0.0%</b>	
<b>ROADS</b>												
Sealed roads	245	245	1,866	1,593	56,999	80,649	37%	54%	7%	2%	0%	
Sealed roads structure	-	-	-	-	69,801	144,596	0%	0%	100%	0%	0%	
Footpaths	111	111	2,385	2,355	36,137	49,425	52%	33%	15%	0%	0%	
Other road assets	-	-	2,084	1,723	16,559	26,284	44%	44%	11%	1%	0%	
Kerb and Gutter	1,227	1,227	12	53	67,266	96,725	50%	34%	13%	3%	0%	
<b>Sub total</b>	<b>1,583</b>	<b>1,583</b>	<b>6,347</b>	<b>5,724</b>	<b>246,762</b>	<b>397,679</b>	<b>29.0%</b>	<b>26.2%</b>	<b>43.5%</b>	<b>1.2%</b>	<b>0.0%</b>	
<b>STORMWATER DRAINAGE</b>												
Stormwater drainage	170	170	44	54	73,771	111,951	12%	71%	17%	0%	0%	
Stormwater Conduits	-	-	194	238	17,299	24,563	22%	75%	3%	0%	0%	
<b>Sub total</b>	<b>170</b>	<b>170</b>	<b>238</b>	<b>292</b>	<b>91,070</b>	<b>136,514</b>	<b>13.8%</b>	<b>71.7%</b>	<b>14.5%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>OPEN SPACE/ RECREATIONAL ASSETS</b>												
Other open space/ recreational assets	3,157	3,157	4,701	5,363	66,422	102,160	34%	41%	22%	3%	0%	
<b>Sub total</b>	<b>3,157</b>	<b>3,157</b>	<b>4,701</b>	<b>5,363</b>	<b>66,422</b>	<b>102,160</b>	<b>34.0%</b>	<b>41.0%</b>	<b>22.0%</b>	<b>3.0%</b>	<b>0.0%</b>	
<b>Total – All assets</b>	<b>6,212</b>	<b>6,212</b>	<b>17,116</b>	<b>16,815</b>	<b>564,891</b>	<b>905,031</b>	<b>26.8%</b>	<b>37.8%</b>	<b>33.8%</b>	<b>1.6%</b>	<b>0.0%</b>	

## Notes:

a Required maintenance is the amount identified in Council's asset management plans.

### Infrastructure asset condition assessment 'key'

1. **Excellent - Work required** (normal maintenance)
2. **Good** - Only minor maintenance work required
3. **Average** - Maintenance work required
4. **Poor** - Renewal required
5. **Very poor** - Urgent renewal/upgrading required

\$'000	Amounts 2017	Indicator 2017	Prior Periods	
			2016	2015
<b>Infrastructure asset performance indicators * consolidated</b>				
<b>1. Infrastructure renewals ratio</b>				
Asset renewals <sup>(1)</sup>	12,805	77.08%	127.22%	64.80%
Depreciation, amortisation and impairment	16,613			
<b>2. Infrastructure backlog ratio</b>				
Estimated cost to bring assets to a satisfactory standard Net	6,212	1.10%	1.39%	1.53%
Carrying amount of infrastructure assets	564,891			
<b>3. Asset maintenance ratio</b>				
Actual asset maintenance	16,815	0.98	1.04	0.90
Required asset maintenance	17,116			
<b>4. Cost to bring assets to agreed service level</b>				
Estimated cost to bring assets to an agreed service level set by Council	6,212	0.69%	0.87%	0.95%
Gross replacement cost	905,031			

#### Notes

\*All asset performance indicators are calculated using the asset classes identified in the previous table.

- (1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

# GOVERNMENT INFORMATION (PUBLIC ACCESS)

The Government Information (Public Access) (GIPA) Act 2009 requires councils to prepare an Annual Report on their obligations under the Act. Here is a summary of Waverley Council's Access to Information Applications for 2016/2017.

Our agency's program for the proactive release of information involves ongoing liaison with Council departments, encouraging the proactive release of information.

Total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications)

Council received a total of 36

formal access applications (including withdrawn applications but not an invalid application) during the reporting year. No application was refused during this period.

Reviews were carried out by the agency under Section 7(3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review are listed below:

- Waverley Cemetery Landslip
- Bondi Skate Park
- Niblick Street Remediation
- Bondi Pavilion
- Bronte Village Upgrade Green Links
- GreenLinks Penkivil Lane Upgrade

- Small Parks Upgrade
- New Street Reserve Upgrade (Stage 2)
- Tamarama Park Upgrade (Stage 2)
- Roscoe Street Public Domain
- Waverley Cemetery Retaining Wall - structural investigation report

Clause 7C: The total number of access applications received by the agency during the reporting year that the agency refused either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (Information for which there is conclusive presumption of overriding public interest against disclosure)

Number of Applications Refused	Wholly	Partly	Total
	0	2	2
% of Total	0%	100%	

**TABLE A:  
NUMBER OF APPLICATIONS BY TYPE OF APPLICANT AND OUTCOME\***

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn	Total	% of Total
Media	0	1	0	0	0	0	0	0	1	2%
Members of Parliament	2	1	1	1	0	2	0	0	7	14%
Private sector business	2	2	0	2	0	0	0	0	6	12%
Not-for-profit organisations or community groups	0	0	0	0	0	1	0	0	1	2%
Members of the public (application by legal representative)	5	2	1	4	0	6	0	0	18	37%
Members of the public (other)	6	3	2	1	0	4	0	0	16	33%
Total	15	9	4	8	0	13	0	0	49	
% of Total	31%	18%	8%	16%	0%	27%	0%	0%		

\* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

**TABLE B:  
NUMBER OF APPLICATIONS BY TYPE OF APPLICATION AND OUTCOME\***

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn	total	% of Total
Personal information applications*	0	0	0	0	0	1	0	0	1	2%
Access applications (other than personal information applications)	15	9	4	8	0	12	0	0	48	98%
Access applications that are partly personal information applications and partly others	0	0	0	0	0	0	0	0	0	0%
Total	15	9	4	8	0	13	0	0	49	
% of Total	31%	18%	8%	16%	0%	27%	0%	0%		

\* A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

**TABLE C:**  
**INVALID APPLICATIONS**

Reason for invalidity	Number of Applications	% of Total
Application does not comply with formal requirements (Section 41 of the Act)	0	0%
Application is for excluded information of the agency (Section 43 of the Act)	0	0%
Application contravenes restraint order (Section 110 of the Act)	0	0%
Total number of invalid applications received	0	0%
Invalid applications that subsequently became valid applications	0	0%

**TABLE D:**  
**CONCLUSIVE PRESUMPTION OF OVERRIDING PUBLIC INTEREST AGAINST DISCLOSURE: MATTERS LISTED IN SCHEDULE 1 TO ACT**

	Number of times consideration used*	% of Total
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Executive Council information	0	0%
Contempt	0	0%
Legal professional privilege	2	100%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
<b>Total</b>	<b>2</b>	

*\*More than one public interest consideration may apply in relation to a particular access application and if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E*

**TABLE E:**  
**OTHER PUBLIC INTEREST CONSIDERATIONS AGAINST DISCLOSURE: MATTERS LISTED IN TABLE TO SECTION 14 OF ACT**

	Number of times consideration used	% of Total
Responsible and effective government	2	13%
Law enforcement and security	1	7%
Individual rights, judicial processes and natural justice	7	47%
Business interests of agencies and other persons	4	27%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	1	7%
Exempt documents under interstate Freedom of Information legislation	0	0%
<b>Total</b>	<b>15</b>	

**TABLE F:**  
**TIMELINESS**

	Number of applications	
Decided within the statutory timeframe (20 days plus any extensions)	26	72%
Decided after 35 days (by agreement with applicant)	10	28%
Not decided within time (deemed refusal)	0	0%
<b>Total</b>	<b>36</b>	

**TABLE G:**  
**NUMBER OF APPLICATIONS REVIEWED UNDER PART 5 OF THE ACT (BY TYPE OF REVIEW AND OUTCOME)**

	Decision varied	Decision upheld	Total	% of Total
Internal review	0	1	1	20%
Review by Information Commissioner*	4	0	4	80%
Internal review following recommendation under section 93 of the Act	0	0	0	0%
Review by NCAT	0	0	0	0%
<b>Total</b>	<b>4</b>	<b>1</b>	<b>5</b>	
% of Total	80%	20%	0	

\*The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

**TABLE H:**  
**APPLICATIONS FOR REVIEW UNDER PART 5 OF THE ACT (BY TYPE OF APPLICANT)**

	Number of applications for review	% of Total
Applications by access applicants	6	86%
Applications by persons to whom information the subject of access application relates (see Section 54 of the Act)	1	14%
<b>Total</b>	<b>7</b>	

**TABLE I:**  
**APPLICATIONS TRANSFERRED TO OTHER AGENCIES UNDER DIVISION 2 OF PART 4 OF THE ACT (BY TYPE OF TRANSFER)**

	Number of applications transferred	% of Total
Applications by access applicants	0	0%
Applications by persons to whom information the subject of access application relates (see Section 54 of the Act)	0	0%
<b>Total</b>	<b>0</b>	

## PUBLIC INTEREST DISCLOSURES

There were two public interest disclosures received by Waverley

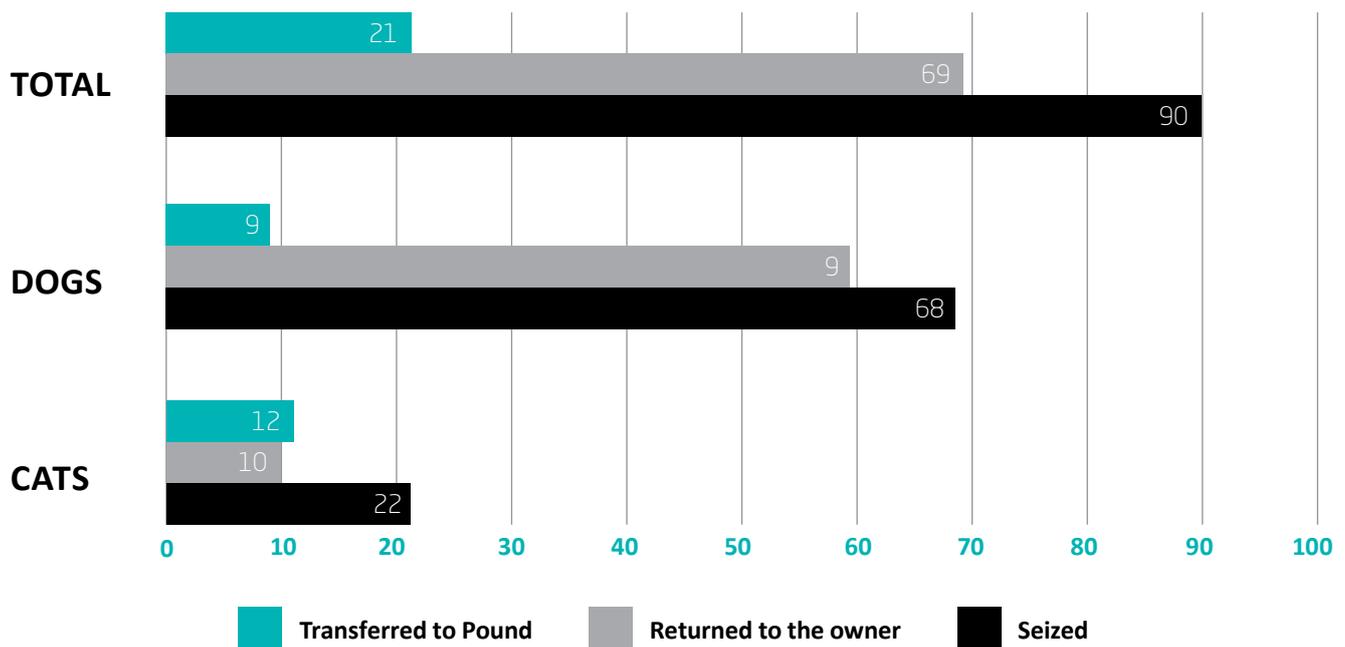
Council in 2016/17. A new Internal Reporting Policy, based on the NSW Ombudsman's model, was adopted by Council in April 2016. Training was provided for disclosure officers and relevant staff.

# COMPLIANCE WITH THE COMPANION ANIMALS ACT AND REGULATION

The statement on activities relating to enforcing and ensuring compliance with the Companion Animals Act and Regulation for this year includes:

90 animals were seized, of which 69 animals were returned to the owner and 30 animals transferred to Council's pound.

## Compliance with Companion Animals Act and Regulation



- 7 dog attacks were reported during the year. 1 dog was declared 'dangerous' as a result of an attack. 2 dogs were declared 'menacing' as a result of two separate attacks. 1 dog is the subject of a 'control order' imposed by the court as a result of an attack.
- \$17,171 was spent on dog holding and kennelling charges and \$5,524 on general expenses

Council Rangers, Companion Animal Officer and Customer Service Staff provide ongoing public education in relation to responsible dog ownership. This includes aspects such as registration, microchipping and control of animals in public.

Rangers undertake daily patrols of popular dog walking areas and communicate with owners to ensure responsible dog ownership.

Council also provides responsible pet ownership information through the council website at [http://www.waverley.nsw.gov.au/residents/animal\\_services/responsible\\_dog\\_ownership](http://www.waverley.nsw.gov.au/residents/animal_services/responsible_dog_ownership)

Council continues to encourage the de-sexing of dogs and cats by offering significantly reduced registration fees for de-sexed dogs and cats.

Council uses a pound facility with a 'low kill' policy in place. Council's pound seeks authorisation from Council before any euthanasia is carried out (except in emergency situations).

Waverley Council provides a number of off-leash areas throughout the area. The 24 hours dog off-leash areas are at the following parks:

- Varna Park, Waverley
- Raleigh Reserve, Dover Heights
- Diamond Bay Reserve, Vacluse
- Dickson Park, Bondi
- Hugh Bamford Reserve, Dover Heights
- Waverley Park, Bondi Junction
- Queens Park (managed by Centennial Parklands)

The timed off-leash areas are at:

- Marks Park, Tamarama
- Bronte Park, Bronte

# 88 AMOUNT INCURRED IN LEGAL PROCEEDINGS

In 2016/17, Council spent a total of \$889,108 on legal proceedings, including \$596,840 for legal representation and \$292,268 for external expert consultants under the provisions of the Environmental Planning and Assessment Act 1979. Council received an amount of \$48,400 as Section 97B costs.

A total of \$83,834 was spent on civil enforcement proceedings and \$15,348 for regulatory control.

The details of legal proceedings related to civil enforcement proceedings is set out below:

Property	Issue	Status	Results
19 Boonara Avenue, Bondi	Civil enforcement proceedings	Ongoing	

The details of legal proceedings related to planning matters is set out below:

Property	Issue	Status	Results
35 Portland Street, Dover Heights	Class 1 – Deemed Refusal	Finalised	Appeal upheld with conditions
2 -4 Jaques Avenue, Bondi Beach	Class 1 – Refusal (Development Business Unit Refusal)	Finalised	s34 Agreement – Appeal Upheld
110 – 116 Bronte Road, Bondi Junction	Class 1 – Deemed refusal	Finalised	s34 Agreement – (Win)
2 Warners Avenue, North Bondi	Class 1– Deemed Refusal	Finalised	Notice of Discontinuance filed
154 Curlewis Street/ G/03 180 – 186 Campbell Parade, Bondi Beach	Class 1 – Deemed refusal	Finalised	s34 Agreement Appeal Upheld
10 Moore Street, Bondi	Class 1 – Deferred commencement - condition 1 to be deleted	Finalised	s34 Agreement (Loss)
91 - 93 & 95 Old South Head Road, Bondi Junction	Class 1 – Deemed Refusal	Finalised	s34 Agreement – Appeal Upheld (Win)
30 Dellview Street, Tamarama	Class 1 – Refusal Development Business Unit WDAP Refusal	Finalised	Appeal Upheld (Win)
44 Flood Street, Bondi	Class 1 – Deemed Refusal	Finalised	Upheld with amended plans
20 Murray Street, Bronte	Class 1 – Deemed Refusal	Finalised	s34 Agreement – Appeal Upheld (Win)

Property	Issue	Status	Results
15 Gaerloch Avenue Tamarama	Class 1 – Refusal Development Business Unit – Refused	Finalised	Upheld with conditions
6 Ashley Street, Tamarama	Class 1 – Deemed refusal	Finalised	Appeal Upheld (Win)
7 - 13 Princess Street, Rose Bay	Class 1 – Refusal Development Business Unit: Refusal WDAP: Refused	Finalised	s34 Agreement - Appeal Upheld (Win)
14 Fletcher Street, Tamarama	Class 1 –Refused (Development Business Unit refusal)	Finalised	s34 Agreement - Appeal Upheld (Win)
42 Knowles Avenue, North Bondi	Class 1 – Refusal : s82A Review	Finalised	Dismissed
13 Murriverie Road, North Bondi	Class 1 – Deemed refusal	Finalised	s34 Agreement (Win)
114 Blair Street, North Bondi	Class 1 – Deemed refusal	Finalised	Appeal Upheld (Win)
170 Hastings Parade, North Bondi	Class 1 –Refusal Development Business Unit: Refused	Finalised	s34 Agreement - Appeal Upheld
36 Dudley Street, Bondi	Class 1 – Deferred Commencement conditions 1, 2 and 3	Finalised	Dismissed
67A Roscoe Street, Bondi Beach	Class 1 – Refusal	Finalised	s34 Agreement - Appeal Upheld (Win)
287 Birrell Street, Tamarama	Class 1 – Refusal	Finalised	Notice of Discontinuance filed
5 Pacific Avenue, Tamarama	Class 1 – Refusal	Finalised	Notice of Discontinuance filed
95 - 97 Grafton Street, / 420-422 Oxford Street, Bondi Junction	Class 1 – Deemed refusal	Finalised	s34 Agreement - Appeal Upheld
14 Victoria Street, Queens Park	Class 1 – Refusal	Finalised	Upheld with conditions (Loss)
19 Kenneth Street, Tamarama	Class 1 –Refusal	Finalised	Dismissed
110 Military Road, North Bondi	Class 1 – Deemed refusal	Finalised	Dismissed

Property	Issue	Status	Results
10 - 14 Hall Street, Bondi Beach	Class 1 – Appeal Deferred commencement condition 1	Finalised	Appeal upheld (Loss)
71 O'Donnell Street, North Bondi	Class 1 – Refusal	Finalised	Appeal upheld with conditions (Loss)
629 Old South Head Road, Rose Bay	Class 1 – Deemed refusal	Finalised	s34 agreement (Win)
114 Blair Street, North Bondi	Class 1 – S96(8) To modify a consent granted by the court	Finalised	Appeal upheld with conditions (Loss)
110 - 116 Bronte Road, Bondi Junction	Class 1– Deemed refusal	Finalised	Appeal Upheld (Win)
89 Ebley Street, Bondi Junction	Class 1 – Deemed refusal	Finalised	Appeal Upheld (Win)
91-95 Old South Head Road, Bondi Junction	Class 1– Deemed refusal	Finalised	Appeal Upheld (Win)
2B Ben Eden Street, Bondi Junction	Class 1 – Deemed refusal	Finalised	Notice of Discontinuance filed
60C Blair Street, North Bondi	Class 1 – Deemed refusal	Ongoing	
15 Park Parade, Bondi	Class 1– Deemed refusal	Ongoing	
113 Macpherson Street, Bronte - Bronte RSL	Class 1 – Deemed refusal	Ongoing	
1 Sir Thomas Mitchell Road Bondi Beach	Class 1 – Deemed Refusal	Ongoing	
51 Lancaster Road Dover Heights	Class 1 – Deemed Refusal	Ongoing	
172 Hastings Parade, North Bondi	Class 1 –refusal	Ongoing	
20 Loombah Rd, Dover Heights	Class 1 – deemed Refusal	Ongoing	
585 Old South Head Road, Rose Bay	Class 1 – Deemed refusal	Ongoing	
14 Kimberley St, Vaucluse	Class 1– Deemed refusal	Finalised	s34 Agreement - Appeal Upheld
8/191 - 195 Oxford Street, Bondi Junction	Class 1– appeal against the imposition of conditions of consent	Ongoing	
1 Harlowe Place, Bronte	Class 1 – s96 - Deemed Refusal	Finalised	Notice of Discontinuance filed
35 Glenayr Avenue, North Bondi	Class 1 – Refusal Development Business Unit: Refused	Finalised	Notice of Discontinuance filed
60C Blair Street, North Bondi	Class 1 – Refusal Development Business Unit : Refused	Ongoing	

# PROGRESS AGAINST EQUAL EMPLOYMENT OPPORTUNITY (EEO) MANAGEMENT PLAN

Actions	Progress Comments
<p>Explore potential utilisation of targeted advertising, recruitment and employment programs to increase opportunities for Aboriginal and Torres Strait Islander people, people from culturally and linguistically diverse backgrounds and people with disability across Council.</p>	<p>A statement on EEO is included as part of Council's recruitment advertisements. The current statement reads as :</p> <p><i>Waverley Council is committed to providing equal employment opportunities to all candidates. We encourage applications from women and men from diverse groups, including, but not limited to, Aboriginal and Torres Strait Island people; people from culturally diverse backgrounds; young people; older workers; people with disabilities; LGBTIQ; and other minority groups.</i></p>
<p>Review Council's Reconciliation Action Plan(RAP) to ensure actions are achieved</p>	<p>In 2016/17, the 2015-16 Reconciliation Action Plan was reviewed in line with requirements set out by Reconciliation Australia to prepare a regional framework. This included submission of the RAP Impact measurement questionnaire which is used to evaluate and assess outcomes.</p>
<p>Develop and Implement the new Reconciliation Action Plan</p>	<p>Work has begun on the new 'Innovate' RAP. One of the actions to increase support for Aboriginal employment and training outcomes was achieved. Council's application under the Elsa Dixon Aboriginal employment program in 2017 was successful and will result in funding of approximately \$50,000 to support up to five traineeships for ATSI school students in 2018. The Senior Leadership team has expressed support for new RAP working group which will guide RAP development and implementation.</p>
<p>Review and Update Council's Language Aides program in line with state government directions, community profile and user stats</p>	<p>Demographic analysis of Waverley's changes relating to cultural and language diversity is under way while 2016 census data is being progressively released. Anecdotal evidence suggests high English language competency for many of the more recently arrived migrants. User stats have been collated and analysed for 2016/17, indicating that three languages were accessed 53 times, supporting both older people in Waverley's more established communities as well as emerging communities.</p>
<p>Allocate appropriate staff resources to provide advice on cultural strategies within Council</p>	<p>Human resources staff provide appropriate support to staff requiring help in dealing with cultural issues. This will be further reviewed as part of the Workforce Management Plan preparation. The Workforce Management Plan will address EEO components.</p>

Actions	Progress Comments
Promote the use of bi-lingual staff for direct service roles and provide support and relevant training for these positions	This will be undertaken in 2017/18
Promote initiatives including flexible work arrangements and leave provisions to actively encourage work/family life balance across Council, and meeting cultural/religious needs	Council continues to promote and utilise 'Flexible Workplace' guidelines. This ensures that a sensible work/life balance is attained. This is achieved through Council's formal flexible time arrangement
Provide 8 work based child care places for the children (aged 0-3 yrs) of Waverley Council employees.	Eight work based child care places for children(aged 0-3 yrs) are provided for Waverley Council employees
Continue to encourage a culture that promotes women in senior management roles support women recruited into senior management roles with coaching/ mentoring and training opportunities	Council is committed to addressing gender imbalances with particular emphasis upon senior management roles. Council currently has three Directors, two of them are females. The Acting General Manager, Director Waverley Renewal and Acting Director Waverley Life positions are filled by female candidates. Research is currently underway to address gender imbalance amongst the operational roles at the Alexandria Integrated Facility
Provide reasonable adjustments to allow a person with individual needs to be accommodated in the workplace	Council promotes and is willing to provide reasonable adjustments to allow people with individual needs to be accommodated in the workplace. However there were no adjustment requirements in 2016/17
Review Council's Recruitment Procedures to ensure compliance with EEO requirements.	Review of recruitment procedures were completed in compliance with EEO requirements
Relevant members of selection panel attend refresher training in behavioural interviewing techniques that factors EEO principles.	Every selection panel includes a member from Human Resources team who is aware of behavioural training techniques. The processes are well explained by HR representatives as part of the selection processes to help remaining members understand process requirements better
All position descriptions specify "An Understanding of and Commitment to EEO" as an essential criteria to be addressed in all job applications.	This is completed and all newly advertised positions include EEO as an essential criteria
New employees receive appropriate EEO training and are aware of the aims of this EEO Management Plan.	New staff induction includes EEO training
Review Council's Grievance Procedures to ensure compliance with EEO best practice and ensure that grievances are dealt with appropriately in accordance with the principles of EEO	Review of Council's Grievance procedures were completed. Grievance investigations are aligned with EEO principles.

Actions	Progress Comments
Review Harassment and Bullying Prevention Policy to ensure compliance with EEO best practice	Respected Workplace training was organised in 2016/17 and was made available to all staff as a mandatory training program
Ensure relevant information on EEO is made available for all employees	EEO Management Plan is published on Council website and is accessible for all employees. Information on this document was shared with all employees through Pipeline, the staff newsletter
Provide mandatory refresher training for all existing employees every two years in EEO/Harassment and Bullying Prevention	Respected Workplace training was organised in 2016/17 and was made available to all staff as a mandatory training program
Provide “Working with Difference” training for appropriate employees who provide front line customer service	Training needs are identified and plans are underway to provide the training
Continue to ensure that relevant EEO data is collected and recorded on a regular basis	Templates are prepared and plans are underway to initiate this action in 2017/18
All new employees complete an EEO data survey at Induction	A data survey is available for new employees to provide EEO data. However provision of this information is discretionary

## WORKS UNDERTAKEN ON PRIVATE LAND

**Summary of work:** Retaining wall and fence replacement along the southern side of Penkivil Lane( Bondi) between New Street and Penkivil Street to facilitate the upgrade of the shared concrete walkway and cycleway.

Cost of work was fully subsidised by Council to the amount of \$48,600 for 27.5 metre length of recycled brick retaining wall and timber batten fence.

# VOLUNTARY PLANNING AGREEMENTS

Particulars of compliance with and effect of planning agreements in force during the year.

DA	Address	Details of proposal	Name of those party to the agreement	Additional FSR sought	DA Approval Date	Contribution details
DA-547/2014	87-89 Glenayr Avenue, Bondi Beach	Demolition of existing buildings and proposed 3-4 storey mixed use building	EG Property Group	59%	Approved through s34 agreement - 1 February 2016	\$751,925 towards the upgrade of park and public domain directly adjoining site to the northeast at intersection of Glenayr Avenue and Blair Street
DA-164/2015	41 O'Donnell Street, North Bondi	Demolition of existing buildings and proposed residential flat building of 5 units with basement car parking.	Martin Airth	13%	29 June 2016 - deferred commencement	\$168,087 towards Public works for the improvement and regeneration of the Bondi area
DA-571/2015	89 Bondi Road, Bondi	Alts & adds to existing commercial premises & construction of rear addition for use as a boarding house	Eli Rimmer & Daphna Rimmer	15%	6 June 2016 - deferred commencement	\$25,808 towards Complete streets program and/or any other public purpose benefit for the improvement and regeneration of the Bondi area
DA-184/2013/C	33-37 Waverley Street, Bondi Junction	Conversion of two Lv. 8 apartments into one apartment.	WWPH Group Pty Ltd	2%	16 December 2016.	\$200,000 towards Complete Streets Program project in Bondi Junction
DA-169/2015	91-93 Glenayr Avenue, Bondi Beach	Demolition of existing building and construction of shop top housing	Jaya Kusuma Pty Ltd and The Owners – Strata plan No. 37484	32%	27 April 2016 - deferred commencement	\$425,151 towards the upgrade of the public domain, intersection (Seven Ways) and park in the immediate vicinity of the development
DA-575/2015	637-639 Old South Head Road, Rose Bay	Demolition of existing buildings, construction of a residential flat building with basement parking.	637 OSH Pty Ltd	10%	20 April 2016 - deferred commencement	\$195,403 towards additional footpath, planter boxes and driveway improvements at Blake Street and Military Roads intersection

# CONTRACTS AWARDED BY COUNCIL

During 2016/17 Council awarded the following contracts for amounts greater than \$150,000 (other than employment contracts).

Purpose	Supplier	Approximate Value( \$ incl. GST)
Supply and Lay of Asphalt and Associated Services	NA Group Pty Ltd	1,282,573
Cleaning and Painting of Hollywood Avenue	Craftwork Project Management	709,759
Supply and Install Parking Guidance System	Parking Sense Australia Pty Ltd	701,535
Purchase of 3 x 15m3 MaxiPacts with bin lifters	Garwood International	569,197
Purchase of three CN201 Sweepers	Bucher Municipal	549,211
Purchase of 3 x 15m3 cab chassis	Adtrans Hino Pty Ltd	495,204
Heritage Adviser Services	Colin Brady Architecture and Planning	392,678
Tamarama Park Upgrade - Stage 2	Design Landscapes Pty Ltd	322,671
Supply and Install Improved Lighting	Iowa Lighting	292,800
Council Truck Wash Facility	United Resource Management	250,000
Renewal of Motor Vehicle Insurance policy	Willis Australia Limited	225,425
Bondi Skate Park Repair	Revolution Action Sports Concepts	224,038
Renewal of Public and Products Liability Insurance Policy	Willis Australia Limited	210,178
Campbell Street Upgrade incl North Bondi bus terminal	Taylor Brammer Landscape Architects Pty Ltd	209,297
Truck Wash Pad	Enviro H2O Pty Ltd	153,356

# REPORT ON SPECIAL RATE VARIATION

Under section 508A (1) of the Local Government Act 1993(the Act), Waverley Council increased its general income for the period 2011/2012 to 2013/14 through a special rate variation(SRV). Here is a summary of significant program of works that was proposed to be funded using the additional income.

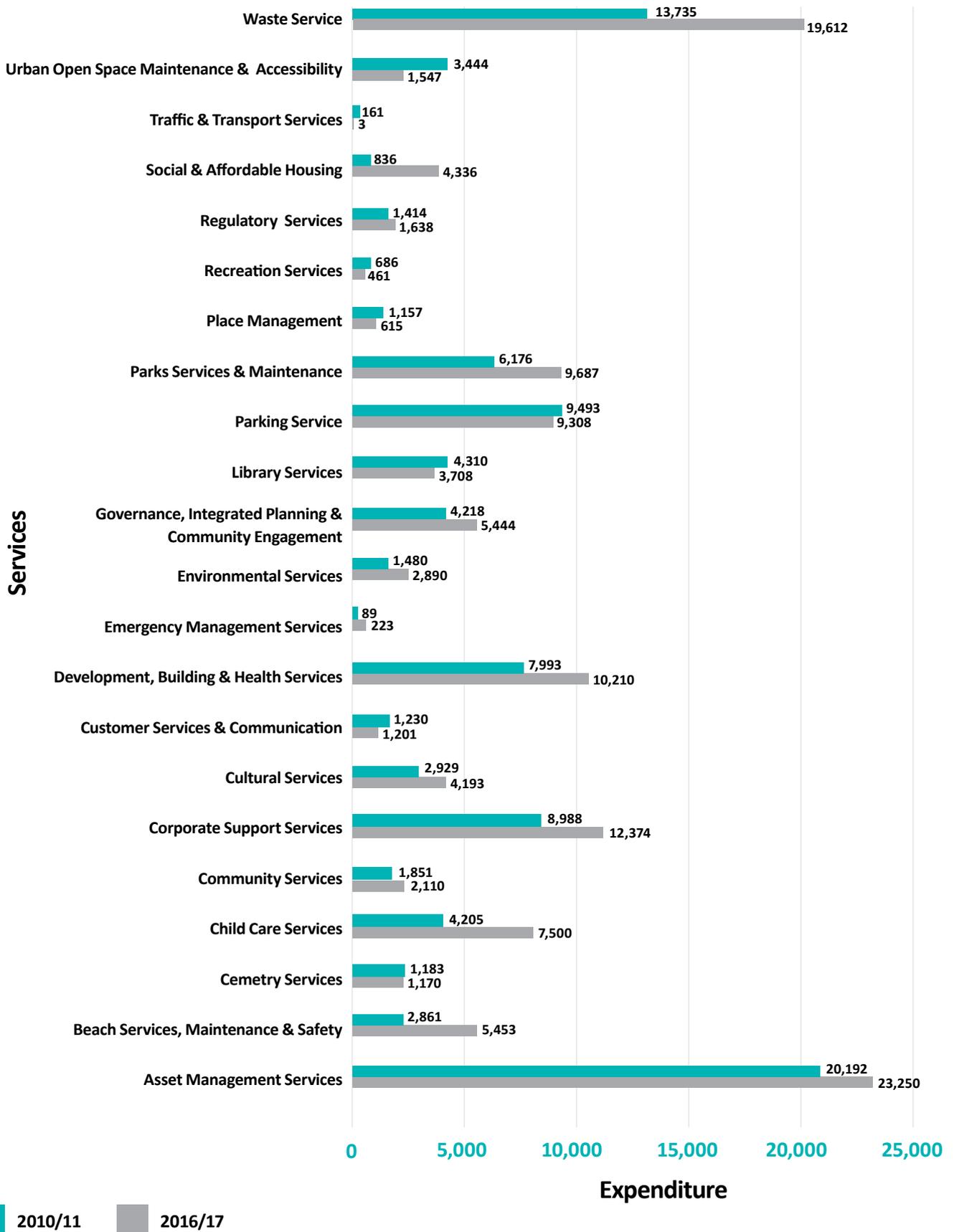
Council has 22 broad services (148 sub-services are delivered under these services) with a proposed costing of \$1,390,227,834 between 2011/2012 to 2021/22 from additional income. Between 2011/2012 to 2016/17 Council spent \$685,617,000 for delivering these services.

The overall operational expenditure between 2011/2012 and 2016/17 across 22 services is tabled below.

S.N	Service Plus Component 1 Operational Expenses	Total Actual Cost (\$'000 between 2011/2012 to 2016/17)
	<b>Total Expenses</b>	<b>685,617</b>
1	Asset Management Services	129,223
2	Beach Services, Maintenance & Safety	24,276
3	Cemetery Services	7,261
4	Child Care Services	38,506
5	Community Services	12,258
6	Corporate Support Services	64,483
7	Cultural Services	21,236
8	Customer Services & Communication	7,412
9	Development, Building & Health Services	57,435
10	Emergency Management Services	990
11	Environmental Services	11,927
12	Governance, Integrated Planning & Community Engagement	30,118
13	Library Services	23,974
14	Parking Services	58,816
15	Parks Services & Maintenance	42,880
16	Place Management	4,213
17	Recreation Services	3,826
18	Regulatory Services	9,112
19	Social & Affordable Housing	9,929
20	Traffic & Transport Services	304
21	Urban Open Space Maintenance & Accessibility	22,330
22	Waste Services	105,108

In 2011/12, Waverley Council spent \$ 100,376,000 as operational costs for key services. In 2016/17, this increased to \$126,933,000.

### 2016/17 VERSUS 2010/11 SERVICE OPERATIONAL EXPENDITURE COMPARISON(\$'000)



## STRATEGIC ASSET MANAGEMENT

The Strategic Asset Management is funded by income increase from Special Rate Variation. SAMP4, the current version of Waverley Council's Strategic Asset Management Plan re-affirms targets for the minimum condition of our overall asset base are set with the purpose of ensuring that satisfactory service levels can be achieved. The preparation of Waverley Together 2 and Waverley Together 3( Community Strategic Plans) has enabled Council to confirm what our community thinks is a satisfactory standard for our assets. SAMP4 sets condition targets which reflect asset priorities for the community for the years 2012/13 to 2023/24.

It is generally agreed by the community and Waverley Council that:

- Roads, kerb and gutters and street trees are in an acceptable overall condition
- The condition of footpaths should be improved slightly, from 75% in Conditions 1 and 2, to 80%
- Stormwater assets require the establishment of a reserve fund which would be built up and used as needed in addition to the current annual maintenance program
- Some building assets require capital improvements to improve their overall standard
- Parks infrastructure assets must all be upgraded or maintained to a satisfactory standard

- All Waverley Cemetery assets must be upgraded to ensure they are in an acceptable condition
- No asset will be allowed to slip into Condition 5 (unserviceable).

In the last four years, Council assets in SAMP4 conditions have been maintained or increased as follows:

**Category 1:** Roads - 79% of roads in Condition 1 and 2 were maintained(100 roads were upgraded).

**Category 2:** Footpaths – An increase from 75% to 80% was achieved for footpaths in Conditions 1 and 2 in 2015/16 (200 footpaths works were undertaken).

**Category 3:** Kerbs and gutters – 73% of Kerbs and Gutters in Conditions 1 and 2 maintained (50 kerb and gutters works were undertaken).

**Category 4:** Stormwater drainage reserve fund was established in 2013/14. This fund is increased annually.

**Category 5:** Buildings – a number of buildings were improved and/or replaced including North and South Bondi Park Toilets, Marks Park amenities building, Tamarama Park amenities building, Waverley Park Pavilion and Mill Hill Early Education Centre .

**Category 6:** Malls reserve fund was established and increased annually.

**Category 7:** Coastal and retaining infrastructure – pools, retaining walls, sea walls and promenades conditions were maintained and

reserve funds were established and increased annually. Stairs and fences increase from 69% and 74% to 90% respectively in Conditions 1 and 2 will be achieved by 2019/20 and is on target.

**Category 8:** Parks assets:

- Parks infrastructure – parks furniture, lighting, footpaths, retaining walls, signs, and irrigation conditions were maintained. Parks fences stairs and playground equipment increase from 79%, 84% and 65% to 90%, 100% and 100% respectively in Conditions 1 and 2 will be achieved by 2019/20 and is on target (15 parks related targets were completed)
- Parks landscapes – 90% in Conditions 1, 2 and 3 maintained.

**Category 9:** Cemeteries – Cemetery roads, kerb & gutter, footpaths, drainage, internal and external fencing and retaining walls increase to 100% in Conditions 1 and 2 is on target for completion in 2019/20.

**Category 10:** Parking Infrastructure

- On-street – parking meters is scheduled to be replaced in 2019/20 is on target
- Traffic and parking signs 90% in Conditions 1,2 and 3 were maintained
- Off-street parking – replacement of access equipment is on target.

**Category 11:** Street Trees – increase from 87% to 94% in Conditions 1, 2 and 3 will be achieved by 2023/24 and is on target.

**Category 12:** Other infrastructure comprising:

- Bus shelters – 97% in Conditions 1 and 2 maintained
- Bus seats – increase from 79% to 90% in Conditions 1 and 2 will be achieved by 2019/20 and is on target
- Street seats – increase from 84% to 90% in Conditions 1 and 2 will be achieved by 2019/20 and is on target
- Street bins – 98% in Conditions 1, 2 and 3 maintained
- Monuments, sculptures and artworks – 99% in Conditions 1 and 2 maintained

**Category 13:** Plant & equipment – replacement schedule maintained

**Category 14:** Information technology – replacement schedule maintained

In addition to the list of existing services and related investment, there were a range of other service plus investments. Here is a summary of initiatives in the services plus areas.

## WAVERLEY PARK AND PAVILION PLAN OF MANAGEMENT:

In September 2007 Council resolved to prepare a revised Master Plan for Waverley Park following the decision to progress the re-design of the Waverley Pavilion and amenities building. The Pavilion had become structurally unsafe and it was resolved to demolish the building and rebuild a new multipurpose recreational facility. The Margaret Whitlam Recreation Centre also known as Waverley Park Pavilion was designed by McPhee

Architects to deliver Council's vision for a multipurpose community recreation facility integrated with the historic Waverley Park. Its design complements the existing park landscape with a partially buried green roof that provides views to the ocean.

Built from concrete containing 20% recycled material, steel and glass, the centre incorporates passive design elements that will contribute to energy-efficient operation year-round. Margaret Whitlam Recreation Centre was recognised by the NSW building Industry by being awarded the 2012 Winner for the best design and constructed Sporting Facility up to the value of \$50 million by the NSW Masters Builders Association.

The Waverley Park Plan of Management was adopted in 2012. During the consultation phase, the community expressed demand for more sporting facilities in the Waverley area. The existing multi-purpose courts, located at the south west corner of Waverley Park, were upgraded to accommodate netball, basketball and tennis, for social and competitive sports, coaching and skill development for the community. A new set of stairs was installed which provides access from St Mary's Avenue Car Park.

Waverley Park Oval 2 was upgraded to a synthetic turf field in May 2016. This upgrade meets the high demand for access to a full-size sportsfield. Previously, the natural grass field was closed for approximately six months each year for maintenance. The synthetic field provides increased availability for sporting club training and

matches. The new field also caters for an increased range of sport including football, soccer, rugby union, rugby league and school sport.

The new bocce court is located in the south-western corner of Waverley Park, in front of the amenities building. Construction work wrapped up in July 2015 and involved:

- Laying a gravel bocce court surface with concrete edging
- Installing two new seats, two new benches and a picnic table setting
- Planting 10 new trees to frame the courts.

## PLAYGROUND UPGRADES:

In 2011/12, upgrades of playgrounds through additional SRV funding commenced. Playground upgrades at Waverley Park, Bronte Park, Dudley Park reserve, Macpherson Park, Clark reserve upgrades, Murriverie Road Playground and Macpherson Park Playground were popular. Upgrades at Dudley Page Reserve, Murriverie Road Playground, Macpherson Park Playground, O'Donnell Street Reserve Playground, Dickson Park and Thomas Hogan Reserve were prioritised based on the Play Space Strategy adopted by Council in 2014.

Each park is uniquely upgraded according to the needs of the playground and the goals of the Play Space Strategy. Few highlights are listed below:

- The Dudley Page Reserve refurbishment included the replacement of mulch with rubber softfall and concrete edging to define the play space. The existing rope net climbing

structure, seesaw and swing set were refurbished and re-used and a new replacement slide installed. New bins, seats, planting with stepping stones and low garden fencing were provided to improve the amenity and provide facilities for parents and carers.

- The Murriverie Road Playground refurbishment involved the installation of new gates and upgraded fencing to secure the playground, upgraded amenities to support parents and carers, footpath and seat upgrades and the provision of a new bubbler. Garden beds were upgraded and included stepping stones to extend the play experience.
- The Macpherson Park design was developed in consultation with the community. Works undertaken included the relocation of the playground to increase natural shade coverage, expanded grass kick around area, replacement of existing climbing and slippery dip structure, and replacement of the existing swing set with a basket swing, low fencing and planting to buffer playground users from traffic. Amenity upgrades were undertaken to support parents and carers included seats, picnic table setting and a bubbler.
- O'Donnell Street Reserve, Dickson Park, and Thomas Hogan Reserve had extensive community consultation, and delivered high quality play experiences and parks for the community to enjoy. O'Donnell Street Reserve is unique with its community gardens and colourful shade structures,

driven largely by the tight-knit local community.

- Dickson Park has retained its hallmark embankment slide with the addition of a climbing structure, basket swing, and upgraded shelter. Dickson Park also received a new informal basketball court with a basketball and netball hoop in the upper park.
- Thomas Hogan Reserve Playground received a complete facelift with an extensive redesign, bringing in many new elements of play, including a distinctive nature play element.

**“In 2009, 53% of the community survey respondents were satisfied with the parks and playgrounds in the LGA. In 2012, 62% were satisfied and in 2016, 94% of the respondents were satisfied with the parks and playgrounds in the LGA”**

#### **TAMARAMA PARK PLAN OF MANAGEMENT:**

A Plan of Management for Tamarama Park was adopted by Waverley Council in 2007. Its vision included that the park "be a natural or semi-natural open space". A draft Concept Plan was prepared for the eastern portion of the park (Tamarama Beach) in February 2010. In April 2010,

Waverley Council commissioned the preparation of an Ecological Restoration Framework and Action Plan (ERFAP) on the basis of establishing the Ecological Restoration Framework (ERF) for the entire site and an Action Plan (AP) for the part of the site not covered by the draft Concept Plan (the open space and gully areas west of Pacific Road and Tamarama Marine Parade).

Council made significant progress in the delivery of this project over the past two years as large areas of weeds were removed and native vegetation was established around the waterfall, Carlisle Street steps and northern slope. In 2016-17, Council investigated potential pathway options to the Upper Waterfall area. This analysis included a study of contamination in the area and a risk assessment of the geotechnical stability of the site. As further weeds are removed (mainly budleja) it is anticipated that additional historic pathways will be uncovered which may be able to be used to create access, most probably through a national parks style track. The works being undertaken as part of the ERFAP will enable safer access to the property lot at the rear of 362 Birrell Street which Council has now purchased and is incorporated in to the Park.

In 2015, Council's Tamarama Kiosk amenities and surf club facilities won the Urban Design Award. Council worked on this project as part of a revamp of Tamarama Park in 2013. This \$1.2 million Council project was completed by Nimmo Architects.

Facilities include:

- A new kiosk
- Outdoor seating
- Services building with showers and toilets
- Equipment storage and a
- Parks amenity room on the south side of the park

Council has also installed a state-of-the-art stormwater recycling system at Tamarama Park.

The system collects, treats and recycles polluted stormwater that would otherwise flow into the gully and beach. The clean recycled water is then be used for irrigating the park, bushcare activities and toilet flushing at the kiosk. The system is similar to the ones in place at Bondi and Bronte and helps improve water quality at Tamarama Gully and Tamarama Beach, whilst conserving drinking water and saving money.

Key benefits of the project:

- Saving at least 14 million litres of drinking water each year
- Keeping our parks and street gardens green
- Reducing rubbish discharged and trapped within Tamarama Gully
- Reducing pollution at Tamarama Beach
- Improving irrigation at Tamarama Park
- Improved water security in times of drought

## BRONTE PARK PLAN OF MANAGEMENT:

A plan of management was prepared for Bronte Park and adopted by Council in August 2004, which was further amended in 2005. Many projects identified in the Plan of Management have been actioned. In 2016, Council endorsed the proposal for the preparation of a new Bronte Park Plan of Management (PoM) that would supersede the Bronte Park Plan of Management (2005) edition.

In 2016/17, Council prepared the Bronte Park and Beach Plan of Management. This plan will guide the next 10 years of park management and improvement. An extensive community consultation process was undertaken to inform the development of the plan of management, and Council received 400 community submissions. These submissions, combined with expertise of consultants, formed the values and actions defined in the plan of management, including the building controls of developments within the park, how to improve universal access across the park, and how to upgrade the aged amenities. All the actions were identified and prioritised to begin delivering upgrades of the park in the near future as part of this plan.

The Bronte Ecological Restoration and Action Plan was adopted by Council in 2015 and this now provides the guidance to restore native bushland to Bronte Gully. This is a long term plan that is progressing well with the staged removal of invasive species such as coral trees and phoenix palms and the planting of local indigenous native species.

## BONDI PARK, BEACH AND PAVILION PLAN OF MANAGEMENT

In 2012/2013, the first stage of developing the Bondi Park, Beach and Pavilion Plan of Management included consultation with the community about their vision for the sites, as well as site analysis and studies. The consultation was very positive with more than 1,000 submissions received over a three month period.

As the first stage of implementing the Bondi Park, Beach and Pavilion Plan of Management developed in 2014, the landscape to the south of the Pavilion was upgraded in 2015/16. This included new paths, trees, seating, lighting, and new picnic shelters. The objective of these works is to improve access through the park, provision of shade and shelter, and respite space for park and beach users. The project includes upgrade of five shelters and planting of more than 100 trees. The main pedestrian path which provides access from Campbell Parade to the pavilion was re-configured at a compliant accessible grade to ensure easier access for all users of the park, beach and Pavilion. New seating on Campbell Parade provides an opportunity for people to stop and relax while enjoying the view. In addition, the existing tunnels under Queen Elizabeth Drive were remediated. Design work was completed for a further two shelters, landscaping north of the Pavilion, and asset renewal upgrades to the skate park.

In April 2016, Council engaged the community on future planning for the skate park. 420 people provided feedback. A Masterplan

showcasing the potential for a world class skate facility was completed. Subsequent stages of works will include the upgrade of Biddigal Reserve, further improvements to the North Bondi Amenities, and beach access for the beach wheelchair program.

### **BONDI PAVILION WORKS**

Major upgrades at the Bondi Pavilion include upgrade of its fire protection systems to ensure that this nationally listed heritage building is well protected and meets all the requirements of the National Construction Code.

The project is nearing completion. Works undertaken include the supply and installation of:

- A new water main to the buildings connections points to ensure the hydrant ring main is separated
- New sprinkler booster assembly
- New fire hydrant systems and infrastructure

### **ALEXANDRIA INTEGRATED FACILITY**

In July 2012, Waverley Council purchased 67A Bourke Road, Alexandria to build a new depot facility in partnership with Woollahra Council. This followed the successful sale of Waverley's Zetland depot site as part of the Green Square development. In 2014, the Alexandria Integrated facility (AIF) was opened by Waverley and Woollahra Councils and demonstrates leadership in resource sharing and collaboration in local government. The \$25 million purpose built facility

houses stores, mechanical workshop, trades, administration and is the base for both operational workforces in a sustainable development with 84KW solar, water reuse for toilets and truck wash bay, CBUS lighting and energy efficiency.

Council also received a NSW Local Government Excellence Award for the Activity Based Working (ABW) initiative at the Alexandria Integrated Facility (AIF). Waverley is the first council in Australia to introduce this style of working at a works facility. This initiative is reflective of Waverley's capability to adapt to changing business requirements and provide staff with the tools, systems and resources to address the needs of the community. A purpose built Safety Management System was developed and implemented separate to each council's broader safety systems. Sustainability was a priority during design and construction of the new facility.

### **LOCAL VILLAGE IMPROVEMENTS:**

Rosebay North Shopping Centre was constructed and Bronte Beach Shopping Centre construction is underway.

### **NEW CHILD CARE CENTRE:**

In 2012, the Mill Hill Early Education Centre was opened. The facility offers 52 long day care places, including up to 16 places for 0–2 year olds. Additional office and meeting rooms will accommodate complementary early childhood services to provide a one-stop-shop for local families.

### **IMPLEMENT BONDI JUNCTION PEDESTRIAN ACCESS AND MOBILITY PLAN:**

In May 2017 council released a report as part of the draft Waverley's People, Movement and Places which provided a gap analysis of traffic and transport studies which are relevant to this review.

Of the 30 'high priority' projects under the Bondi Junction Pedestrian Access and Mobility Plan, 17 were completed and two were partly completed. Of the 11 outstanding projects one has been investigated and decided not to proceed; two are within RMS jurisdiction; four are part of Spring Street cycleway and streetscape upgrade and the remaining are deferred until other development occurs.

### **DEVELOP BONDI BEACH PEDESTRIAN ACCESS AND MOBILITY PLAN:**

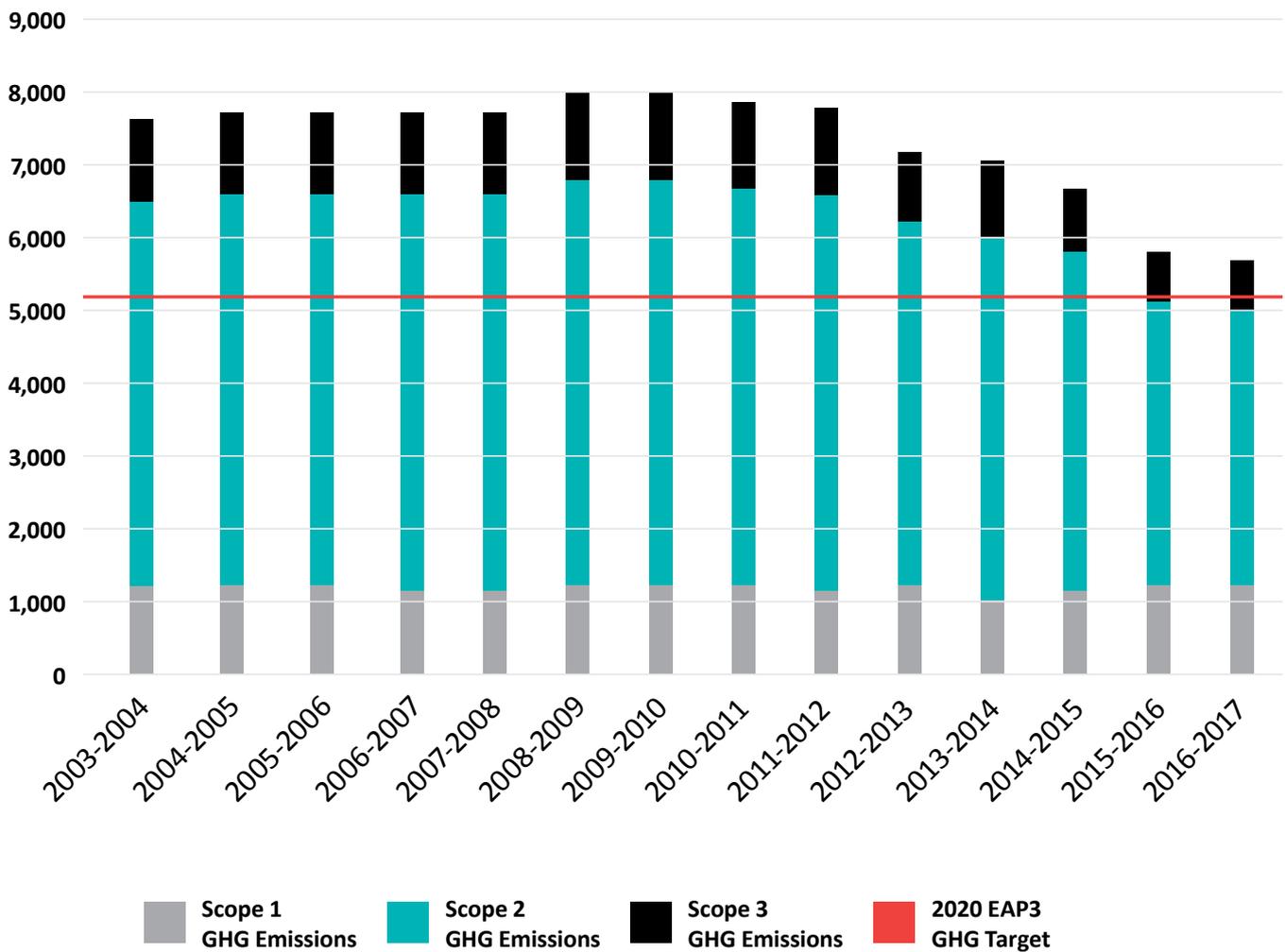
Bondi Park, Beach and Pavilion Plan of Management (POM 2014) is inclusive of Bondi Beach Pedestrian Access and Mobility Plan. The relevant sections of the Plan of Management are A1, A2, A3 and A4.

## SUSTAINABLE ENVIRONMENT COMPONENTS

### 1. Council building meet greenhouse reduction targets

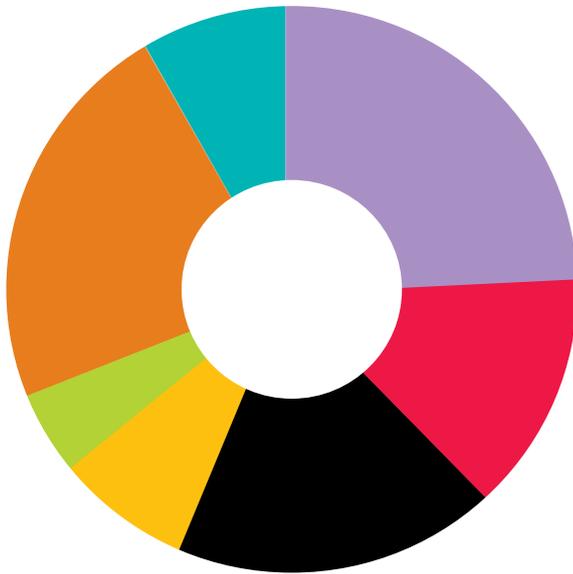
- Council completed an energy efficiency building retrofit for Council facilities in 2013/14
- Energy efficient upgrade of Council owned public lighting was completed in 2014/15

## COUNCIL OPERATIONS GREENHOUSE GAS EMISSIONS OVER TIME WITH TARGET LINE



Percentage Reduction	2003/04	2016/17
Scope 1 GHG Emissions	1402.92	1321.46
Scope 2 GHG Emissions	5139.73	3688.47
Scope 3 GHG Emissions	1069	584.31
	<b>7611.79</b>	<b>5594.25</b>

## COUNCIL OPERATIONS GREENHOUSE GAS EMISSIONS BY ASSET 2015/16



● Eastgate Carpark	7%
● Diesel Consumption	19%
● Library	15%
● Streetlighting	24%
● Other Public Lighting	6%
● Other Buildings	25%
● Other Vehicle Fuel	4%

### 2. Street lighting luminaires retrofitted

Street lighting retrofit in partnership with Ausgrid commenced and is expected to be completed in 2017/18.

### 3. Other greenhouse – climate change adaptation

Coastal Risks and Hazards Vulnerability Study was completed in 2011/12 and a Coastal Risk Management Policy was completed in 2012.

### 4. Other greenhouse – community targets, brokering retrofits/decentralised energy, general aspects of greenhouse

The Green Infrastructure Master Plan was endorsed by Waverley Council in June 2017. The plan aims to create a sustainable future for

Bondi Junction and demonstrate environmental excellence for the next 15 years. The objectives of the master plan are to identify and recommend low carbon, energy efficient, sustainable water and waste management solutions for existing and new buildings as well as the streetscape in Bondi Junction.

Five new and/or expanded solar systems were installed in 2016 including at Margaret Whitlam Recreation Centre, Tamarama Kiosk, Mill Hill Early Education Centre, Waverley Library and Marks Park amenities building. These new systems will produce 164,000kwh of electricity each year and help reduce our greenhouse gas emissions by 160 tonnes of CO<sup>2</sup> which is the equivalent of taking 38 cars off the road. Waverley Council's total solar portfolio now generates 353,000kwh

of clean electricity each year which is equivalent to the power usage of 42 homes in NSW.

Waverley Park sports fields and Bondi Park now utilise energy efficient LED lights. Further energy efficiency upgrades of our facilities were implemented including lighting, hot water boilers, appliance timers and air conditioning efficiencies. Green power from renewable energy sources is also purchased for one quarter of electricity use for our top five energy using assets. This amounts to the equivalent of 760 tonnes of greenhouse gas emissions each year.

Work has commenced on energy efficient street lighting upgrades to reach environmental targets in reducing carbon dioxide levels, reduce the cost of Council's street lighting electricity bill and improve light quality. Council is partnering

with Ausgrid to replace these lights with efficient LED lighting.

As a result of this project, Council's electricity bill will reduce by an estimated \$52,000 per year, and greenhouse gas emissions will be reduced by 200 tonnes each year.

Environmental data management system is in place and ongoing operational programs for Environment Action Plan 3 targets are underway.

## 5. Waste targets – community

Multi-Unit Dwelling waste education program was completed in 2014. Recycling has helped to divert residential and public place waste from landfill. This has remained at a steady rate since 2009/10. Commercial waste diversion rates have increased slightly over the same period. Significant improvements of up to 30% are predicted, as a result of the recent introduction of the Alternative Waste Treatment processing and the planned three bin kerbside collection service. Work is underway to capture better data on illegal dumping behaviours and the effectiveness of management responses including our partnership with the NSW Environmental Protection Authority on the Report Illegal Dumping online website and investigation squads.

## 6. Water efficiency improvements

Recycled waste and stormwater harvesting systems are installed at Tamarama, Bronte and Bondi. Council's potable water consumption progressively decreased from 2012 to 2014 despite increased demand for water for irrigation. In this period Council's

mains water use reduced by over 22 per cent. In 2015, the Bondi Stormwater scheme was shut down over the busy summer months due to works in Bondi Park; this caused a spike in potable water use. In 2016, recycled water supply was reconnected. Looking forward, it is expected that Council's mains water consumption will reduce further as new water savings projects are completed, with work commencing to increase the use of non-potable water sources in Waverley Park.

The Bronte stormwater reuse system continues to run well. This system collects, treats and recycles polluted stormwater that would otherwise flow into the gully and beach, delivering recycled water each year for irrigation, toilets, pool cleaning and bush regeneration. Beach water quality is also improved.

The Waverley and Barracluff parks groundwater harvesting systems continue to save mains water through the supply of groundwater for irrigation purposes.

The Bondi Stormwater Reuse scheme captures and removes pollutants from 48 million litres of stormwater each year and supplies recycled water. Operating since 2012, the scheme has the potential to supply significantly more treated stormwater (and remove more stormwater pollutants) as the supply network continues to be expanded over the coming years.

Our six gross pollutant traps and two end of pipe nets capture 48 tonnes of litter, sediment and other stormwater pollutants from our streets and prevent them from entering our waterways.

This is complemented by the construction in 2015 of a new

state-of-the-art stormwater recycling system at Tamarama Gully to collect, clean and recycle polluted stormwater. This system provides an additional 14 million litres of recycled water each year for park irrigation and for amenities at Tamarama Beach.

Together stormwater reuse schemes at Bronte, Bondi and Tamarama generate 113 million litres of treated recycled water and pollutant removal. Through stormwater harvesting at Bondi, Tamarama and Bronte, 212 kilograms of nitrogen is removed each year. This translates into a stormwater pollution reduction valued at \$1.4 million each year.

The community mains water use is impacted by rainfall, the growing number of homes, commercial activity and visitors. It is anticipated that this will decrease as school, apartments and commercial buildings participate in improvement programs. Bondi Junction Green Infrastructure Master Plan identifies potential for a 17.9 per cent reduction in Bondi Junction mains water use in commercial, retail and residential apartment buildings. Partnerships are currently being developed with building owners and tenants to support them to save water and money through leak detection and cooling tower optimisation.

Since 2012, a total of 44 Summerama activities have been delivered by Council and community groups with over 1,500 people participating in the diverse activities to increase awareness about what we can do to protect our beaches and marine biodiversity.

## 7. Flora and fauna enhancement

In addition to the implementation of the Bronte Ecological Restoration Action Plan and the Tamarama Ecological Restoration Framework and Action Plan (ERFAP), Council has adopted the Biodiversity Action Plan – Remnant Sites to expand and improve the condition of our remnant vegetation. Waverley Council has almost 6 hectares of remnant vegetation that is spread along our coastline and at sites such as Queens Park and Loombah Cliffs. Bush regeneration is undertaken across these sites to remove weeds and allow the regeneration of plants from the remnant seedbank.

Native planting buffers are being created around this remnant vegetation to prevent weed incursion into the remnants, protect them from mowing and provide habitat connectivity for local wildlife including small reptiles and birds. In 2015/16 this involved planting 35,000 tubestock at 32 remnant locations across the LGA including at Queens Park which will improve the resilience of the Eastern Suburbs Banksia Scrub. Plants were very diverse, with 78 locally indigenous species being used, including grasses and groundcovers, vines, small and large shrubs.

In 2016/17 a remnant buffer was planted at Clarke Reserve which will assist in expanding and increasing the connectivity of our

coastal habitat corridor.

There are six active bushcare groups in Waverley at Diamond Bay, Eastern Reserve, Hugh Bamford Reserve, Tamarama Gully, Bronte and Bronte Waterfall. These volunteers assist in improving the condition of our remnant and restoration areas and increasing areas of good quality habitat.

## 8. Environmental education

In 2015/16, Waverley Council launched an integrated community engagement and behaviour change program for sustainability called Second Nature. With an initial 'I'm in' pledge campaign, community members from across the LGA were invited to join a collective effort to take simple actions in their everyday life to look after the local area across the five key environmental target themes of waste, water, climate, biodiversity and transport.

So far more than 1,650 people have joined the Second Nature campaign via outreach events and our website, inspiring community ownership of our environmental vision and informing the development of future innovative and targeted education, engagement and behaviour change programs.

67 Eco-wise workshops were delivered for the period January 2012–December 2015 with 833

people attending the workshops. Key topics were: cycling (29 workshops alone), recycling tours, renewable energy and bush tucker. Council continues to run regular workshops to the community so that we are able to reach our community environment targets.

Our Building a Sustainable Organisation sessions commenced in 2017, building the capacity of the 11 participants to use innovative thinking and skills to work collaboratively to create a more sustainable organisation.





WAVERLEY  
COUNCIL

55 Spring St, Bondi Junction, NSW 2022  
PO Box 9 Bondi Junction NSW 1355

[info@waverley.nsw.gov.au](mailto:info@waverley.nsw.gov.au)  
[www.waverley.nsw.gov.au](http://www.waverley.nsw.gov.au)

Telephone enquiries  
General business **9083 8000**  
General fax **9387 1820**  
TTY/voice calls for hearing/speech impaired **133 677**  
After hours emergencies **9083 8000**